



# EXTERNAL PROJECT EVALUATION OF YOUTH PROJECTS



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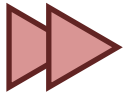
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## **1. EXECUTIVE SUMMARY**

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This evaluation was commissioned by Norwegian People's Aid in November 2011 to explore the youth aspect of the Right to Organize component of their Norad-funded programme in Palestine. In particular the evaluation considers the projects of four of NPA's youth-focused partners: El-Wedad Society for Community Rehabilitation (ESCR), the General Union of Cultural Centers (GUCC), the Institute for Development Studies (IDS) and the Students' Forum Institute (SFI).

The evaluation team found a broadly successful programme which has specifically invested in the capacity of the organizations involved with good results. This programme is uncommon among externally-funded work in Palestine, particularly in Gaza, in that it has a strong partnership principle, giving ownership to the organizations and to an extent, their constituents. It is also a rare provider of multi-year funding for smaller organizations on the principle that by investing over a longer period, they will be built up and become more active in defending their members' and constituents' interests. For these reasons, the evaluators recommend that this type of programme be more widely employed and that NPA renew this programme for the future.

### **Methodology**

This evaluation has taken a holistic approach and focused on 5 evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability, based on best practice laid out by the European Commission. The evaluation team drew feedback from four main sources: case-study questionnaires completed by individual participants in the projects; focus group workshops with individual participants; semi-structured interviews with project level staff (based in partner CSOs); and semi-structured interviews with programme level staff (based at NPA). In addition, NPA provided documentation including proposals, budgets, contracts, quarterly and annual reports, field visit reports, and general programme-level documents (including NPA policies and guidelines). These were complemented by documentation from other sources such as the National Youth Strategy published by the Ministry of Youth and Sports.

### **Structure of the Main Findings**

The main findings are presented section 3 according to the five evaluation criteria in. For each criteria, the report starts by highlighting strong points and learning points. The intention of these boxes is to summarize what is described at more length in the following text and it is important that the reader does not take these points out of context. With respect specifically to the learning points, none of these are found to be fundamental flaws or problems that have undermined the programme. Rather, they are areas where improvements could be made in the next round of the programme and where there is scope to increase and sustain the impact. Following these summary boxes, key aspects of each of the criteria are explored in more detail. The findings are a mixture of feedback from individual participants and partner staff as well as details drawn from the reports and documentation. Along with these findings, analyses and conclusions are drawn which are summarized in the last section of the report.

### **Overview of Findings**

The evaluators found the programme and its projects to be particularly relevant. This was founded on the use of needs assessment by the partners and the presence of NPA in Gaza, giving its staff an understanding of the needs of youth. The partners' projects fitted

well with the programme's objectives, while the programme itself also aligned well with NPA's international strategy. With regard to national level priorities the PRDP set these out in 2008 and there are several areas of synergy. Furthermore, the Status of Youth in Palestine report published by Sharek Youth Forum showed a strong need for work on civic participation and overcoming the barriers youth face in this and other areas, which is exactly the focus of NPA's programme.

The effectiveness of the programme in bringing about its planned outputs was found to be good. Each of the planned outputs under consideration by this evaluation was achieved to a large extent. Each project implemented training and workshop activities which helped raise awareness among the youth participants of their rights as well as developing key skills and building confidence. In addition, each project included activities which provided opportunities for representation of youth in the community, with a focus on addressing issues important to youth and allowing youth themselves to lead the process of solving community problems. From an overall perspective, the programme also achieved its goal to build stronger organizations which would be well placed to support their constituencies as demonstrated by the increased capacity of the partners. Finally, the National Youth Strategy was one of the planned outputs and various national level policies and strategies focused on youth were developed in Gaza and the West Bank over the project period, with some contributions by NPA's partners. The main learning point with regard to effectiveness is the need to improve planning, particularly longer-term planning, sustainability planning and risk analysis and to emphasize the importance of clear outcome-level indicators.

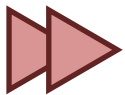
The evaluators found the programme to be broadly efficient with no indication of excessive wastage. The partners directed the majority of funds towards activities benefiting their youth constituents. Overall, the evaluators calculated from project reports approximately 30,000 direct beneficiaries from the four projects over four years. The evaluators found some variation in the staffing levels of the partners over the four years, which while not a cause for concern, should be closely monitored to ensure that projects continue to give ownership of the activities to the youth participants.

On an impact level, the evaluators were not able to reach clear conclusions at this stage, since the projects are not completed at the point of writing. However, feedback from participants indicates several positive changes. These include intended changes such as the increased awareness of rights among participants and some changes contributed to by representations such as an increase in the MoYS budget. Positive changes that were not planned include increased confidence and employability of youth participants who benefited from the training and the experience of working on initiatives. No negative impacts were observed by the evaluators or reported by participants although a serious challenge to the positive impact of this programme and others is faced in the forced closures of CSOs. The main learning point regarding impact is that without further activities focused on converting awareness into realization of rights through clear rights-focused advocacy activities, there is a risk that these rights will not be realized for young Palestinians. The partners need to focus more specifically on key rights and prioritize more effectively in their representations activities to achieve this impact.

Finally, the sustainability of the programme is good on the organizational level, and to some extent on the social level. The organizations have received consistent and long-term funding along with capacity building, particularly in finance and administration. This support has helped the organizations to widen their reach among their constituents as well as broadening their networks and attracting more donors. The organizations are still financially dependent, but this is an unavoidable consequence of external factors and is not a point of concern. The learning point in terms of sustainability is focused on planning and considering in much more detail how the achievements and benefits of the projects implemented can be sustained. While the training of youth has a lasting impact in terms of confidence and skills, building social change requires the participating youth to continually apply their new skills and knowledge which in turn requires better sustainability planning and specific sustainability strategies which are implemented over the course of the project.

**Overall**

NPA's partners have implemented most activities effectively and efficiently and according to plan, producing most of the expected outputs. The planning is, however, activity focused and the lack of outcome-level indicators and sustainability planning makes the impact uncertain and vague. On the programme level, however, the CSOs themselves are the key outcome and the evaluators hope to see more donors adopting this type of partnership and long-term funding approach. Overall, the situation faced by youth in Gaza and in some ways in the West Bank, is extremely challenging. The blockade of Gaza has been devastating on the economy and society, while the factional divide and present political impasse has compounded the situation. In such a context, the presence of an empowered civil society which provides opportunities for youth to stay engaged, develop themselves and connect with each other is absolutely vital and this is the principle contribution of NPA's programme. The evaluators hope that NPA continue working with its partners in Gaza and the West Bank in the future.



## **2. INTRODUCTION**

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**2.1 Background**

**2.2 Partner CSOs**

**2.3 Norwegian People's Aid (NPA)**

**2.4 Norwegian Agency for Development Cooperation (Norad)**

## 2.1 BACKGROUND

### Gaza

In 2006, following the Palestinian general election and the 2007 take-over of the government in the Gaza Strip, Israel imposed a blockade, preventing almost all land and sea access to the Strip and escalating the numerous human rights violations suffered by Gazans. In December 2008, Israel initiated, 'Operation Cast Lead', a war on Gaza which led to the death of 1200-1400 Palestinians, including an estimated 350 children. In 2009, in the aftermath of the war, donors pledged billions of dollars of humanitarian aid and support for reconstruction, although efforts were hindered by the tightened Israeli blockade. The import restrictions were partly relaxed in 2010 and the Rafah Crossing was partly opened in 2011 following the change of regime in Egypt.

On top of a number of key human rights violations, including the limited right to self-determination, severe lack of freedom of movement, lack of freedom of expression and association, due to the war and blockade, Gaza still faces substantial challenges reconstructing damaged infrastructure, including homes, and meeting daily needs such as power and food. An estimated 80% of Gazan households are dependent upon aid. Young people have been exposed to conflict for much of their lives disrupting and negatively impacting their education and well-being. Upon graduation from school or university, young people face chronic unemployment and a labour market dominated by patronage. Key rights, important to youth, are also denied including the right to education, freedom of expression, the right to 'organise' (peaceful assembly and association), and the right to work. Forced closure of NGOs including youth organizations and associations has limited freedom of speech and association in recent years. In part, this prompted the Gaza Youth Breaks Out 'Manifesto' which was published on Facebook in 2010 and expressed great frustration with the situation that Young Gazans face and the failure of any actors to bring any resolution or improvements.

### West Bank

In the West Bank continued construction of the Separation Barrier, or the Wall, has severely marginalised rural communities and damaged their livelihoods. Continued operation by Israel of a large network of checkpoints, road-blocks, tunnels and other barriers seriously impedes freedom of movement, particularly between East Jerusalem and the rest of the West Bank and between the North and South of the West Bank. Freedom of expression has been eroded for certain groups, particularly supporters of Hamas. The right to organize has been limited and youth continue to face high unemployment and job opportunities are still commonly dependent on patronage. Meanwhile, the wealth gap is becoming more apparent in the West Bank, particularly in central areas.

### Politics

The Palestinian Legislative Council is currently suspended due to the large numbers of arrests of elected representatives, particularly Hamas members who form the majority. Elections have been delayed a number of times (both general and local elections), and are currently planned for 2012. The Palestinian statehood bid at the United Nations has



led to uncertainty about the future of the Palestinian National Authority as well as optimism for an improvement in the situation. During mass demonstrations a reconciliation between Fatah and Hamas was demanded, particularly by youth.

## 2.2 PARTNER CSOs

### **El-Wedad Society for Community Rehabilitation (WSCR or El-Wedad)**

El-Wedad is a non-profit non-governmental organization located in Gaza. Its vision is to be a leading agency in building local community capacity and a stable civil society. It works on development and rehabilitation of local society targeting children, youth and women by providing training, counseling and awareness in psychosocial and educational fields. El-Wedad has been cooperating with NPA since 2006 in a small grant as part of Youth Community Initiatives. This was followed in 2007 with a project to empower youth and enhance their participation in the local community. ([www.elwedad.org](http://www.elwedad.org))

### **General Union of Cultural Centers (GUCC)**

Gaza-based GUCC offers a unique creative and performance forum for exploring issues of cultural identity as well as social and political change. GUCC manages a wide network consisting of around 52 Cultural Centers and Youth Organizations in the Gaza Strip. The center staff are educators, community activists, artists and cultural groups. Its programs in media, art, and culture build on a premise that imagination and criticism are crucial to alleviating poverty, strengthening democracy, and shaping a better future. GUCC became a partner of NPA in 2007 with a small grant as part of the Youth Community Initiatives programme. ([www.guccpal.org](http://www.guccpal.org))

### **Institute for Development Studies (IDS)**

IDS is a Gaza-based non-governmental organization founded in 2003 as an initiative of a group of development activists. It works by promoting the role of civil society, developing and modernizing management systems, contributing to the development of laws, legislation and public policy, and promoting a culture of democracy and good governance through training and civic education. IDS has been a partner of NPA since 2009. ([www.ids-ps.com](http://www.ids-ps.com))

### **Students Forum Institute (SF, SFI or Students Forum)**

Students Forum is a democratic educational youth (students) organization, established 2004. Its membership is open to all students between 15 and 30 years old and it currently has about 350 students from both genders registered as members. Its vision is to support and strengthen a democratic Palestinian society that is based on justice and equality. It works by providing Palestinian youths and students with the necessary guidance, educational and career development and experience to enhance not only their individual lives but also their knowledge and understanding of governance, the rule of law, human rights, and democracy. NPA started cooperating with SF in 2005 on the Youth Community Initiatives programme, with a project to empower youth through lobbying and advocacy. NPA and SF started long term cooperation between 2006 and 2007. ([www.studentsforum.org.ps](http://www.studentsforum.org.ps))

## 2.3 NORWEGIAN PEOPLE'S AID (NPA)<sup>1</sup>

### Overview

Norwegian People's Aid (NPA) is the Norwegian labor movement's humanitarian organization for solidarity and is a politically independent organization. It is governed by its members through elected boards and committees. NPA undertakes practical preventive and supportive work in Norway and abroad. The organization's value basis is laid down in its principles programme and in its vision "*Solidarity in practice*". The organization's engagement centers on two strategic areas:

- Just distribution of power and resources
- Protection of life and health

### Palestine Programme

Of NPA's four main activities (internationally), its work in Palestine focuses on long-term development cooperation. Norwegian People's Aid is active in occupied Palestine (Gaza Strip and West Bank, including East Jerusalem) where it is working to strengthen Palestinian society and its ability to resist the occupation policy imposed on it. Norwegian People's Aid supports Palestinians' legitimate right to independence and freedom from oppression, occupation and forced exile. It is focused on supporting Palestinians themselves and their ability to secure a daily life and better future. NPA also intends to contribute to exercising international pressure to have the occupation lifted.

The Norad funded programme under consideration was started in at the beginning of 2008 and funded for a 4 year period (until the end of 2011). It has one central development objective:

*Contribute to a free and Democratic Palestinian Society with focus on the right to organise and a fair distribution of resources.*

The programme has focused on four topics. Of these, the second (Freedom to Organize) is under consideration in this report and within this component, the four partners under consideration (underlined) are focused on a youth target group. Three are based in Gaza and one (Students Forum) is based in the West Bank (Bethlehem).

- Land and resource rights, in partnership with UAWC;
- Freedom to organize, in partnership with Badil, PWWSD, Al Majd, DWRC, UPNGO, El-Wedad, Al Yamoun, GUCC, PSCA, Students Forum, PFSDD, (and since 2009 IDS);
- Violence against women, in partnership with PCDCR.
- Initiatives<sup>2</sup> with a variety of the partners.

<sup>1</sup> Information based on [www.npaid.org/en/countries/middle\\_east/palestine/](http://www.npaid.org/en/countries/middle_east/palestine/)

<sup>2</sup> These are defined as small scale grass-roots activities, including small scale community activities and campaigns to promote democratic practices in Palestinian society with possible emphasis on freedom of expression, human rights promotion, strengthening the resources of NPA partners and NPA staff, legal support and specific youth activities.

## 2.4 NORWEGIAN AGENCY FOR DEVELOPMENT COOPERATION (Norad)<sup>3</sup>

### Overview

Norad – The Norwegian Agency for Development Cooperation – is a specialized directorate under the Ministry of Foreign Affairs.

- **Vision:** Results in the fight against poverty
- **Mission:** Norad is committed to ensuring the quality of development assistance
- **Values:** Respect, integrity, creativity

Since 2006, Norway's bilateral assistance to the Palestinian Territories has increased from 563m NOK (approximately 94m current US\$) to 662m NOK (approximately 110.5m current US\$) in 2010.

### Partners in Palestine

Norway chairs the donor coordination group for the Palestine Territories, the Ad-Hoc Liaison Committee (AHLC), and participates with management and personnel in the international observer group, Temporary International Presence in Hebron (TIPH). Norway is among the few western countries that are in dialogue – at a senior official level – with all key parties in the region. Norway also supports more dialogue and human rights projects under the auspices of international and local NGOs.

Budget support totaled NOK 233 million in 2010. It was channeled through the World Bank Trust Fund. The focus has been on education and energy.

Norway also channels support through organizations such as the Norwegian Red Cross, Norwegian Refugee Council, NORWAC, Norwegian People's Aid and Norwegian Church Aid. Meanwhile, on the Palestinian side Norway is cooperating with a number of rights-based organizations in areas such as human rights, democracy promotion, women's rights, legal rights, children's rights and anti-corruption.

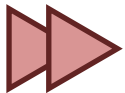
### Quality

Norad assures the quality of Norwegian development assistance by means of:

- Technical advisory services
- Quality assurance
- Grant administration
- Communication
- Evaluation

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<sup>3</sup> Information based on [www.norad.no/en/countries/middle-east/palestinian-territories](http://www.norad.no/en/countries/middle-east/palestinian-territories)



## **3. EVALUATION FINDINGS**

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**3.1 Relevance**

**3.2 Effectiveness**

**3.3 Efficiency**

**3.4 Impact**

**3.5 Sustainability**

## 3.1 RELEVANCE

### STRONG POINTS

- *The programme is logically aligned with NPA's international strategy for 2008-11 with a clear link to its first strategic priority, a focus on strengthening civil society as the key pillar for nation-building, democracy and development.*
- *The programme partners have worked within their own strategic priorities while also aligning their projects with the programme's objectives.*
- *The programme and projects touch on several policy priorities and key areas expressed in the Palestinian national development plan (2008-11): the PRDP.*
- *NPA's office and presence in Gaza gives it an understanding of the needs and priorities of Palestinians living in the Gaza Strip.*
- *Needs assessments are used in the planning phase and feedback from partner staff and participants in the programme confirm that it focuses on their needs and priorities.*

### LEARNING POINTS

- *Partners did not produce written strategic plans for the projects including a vision and plans to build cumulative benefits for the 4 years.*

### Connections to NPA Strategy

The programme objectives relevant to this evaluation were:

- *Civil Society Organizations and other institutions have acquired knowledge and professional skills in administrative, financial, media, lobbying and advocacy in their respective field of work and have put focus on human rights situation within the Palestinian society.*
- *Women and youth of both sexes participate in activities for their rights and lobby the PNA for implementing a National plan for youth and women.*
- *Women and youth are more effectively represented in decision-making processes and the development of women and youth rights concepts within the Palestinian society*

Meanwhile, the NPA international strategy states provides the following strategic priority that is relevant to this evaluation:

- *Help to strengthen civil society as the key pillar for nation-building, democracy and development.*

The stated purpose of this strategy and in particular the areas relevant to this priority are (among other points):

- *Support measures to strengthen people's right to associate and join collective organizations*
- *Strengthen young people's participation and influence in society*
- *Promote freedom of expression, the right to speak and be heard and to receive relevant information, including free and independent media*
- *Strengthen people's own organizations towards greater sustainability, democracy and political influence*

This demonstrates a clear logical connection between the international strategy and programme objectives. The latter embodies the NPA priority of strengthening civil society

by focusing on rights, improving representation and the local priority of a national plan for youth (and women).

### **Alignment of Partner Plans and Strategies**

Within the programme, the four partners (GUCC, El-Wedad, IDS and Students Forum) proposed projects, which fitted well within these strategic priorities and objectives. The individual projects general objectives/aims were:

- *Enabling youth in the Palestinian community in regard to their rights [El-Wedad]*
- *Upgrade, promote and develop the youth sector and enhance their participation in the civil society in the Gaza Strip [GUCC]*
- *Reinforcing democracy inside the Palestinian society through activation of the role of university students [IDS]*
- *Empowered youth in the West Bank who are active citizens in their local community [Students Forum]*

Each of these touches on key aspects of NPA's strategy: engaging civil society, active participation and citizenship, and a focus on youth, democracy and rights. With regard to the partners' priorities, these are not consistently expressed by them, but they generally agree that the projects fall within their organizational strategies and priorities.

### **Connections to National Strategies and Priorities**

The PRDP was developed in 2008 and gives some indication of national (Palestinian) priorities over the period of the programme. The PRDP, under the social sector, highlighted four policy areas:

- *Reinforce social coherence*
- *Provide social protection*
- *Restore economic growth*
- *Preserve heritage and culture*
- *Develop human capital*

The following statement on rights is also made in the national plan:

*Human rights issues are becoming increasingly pressing, with the need to develop clear policies and strategies to support groups such as women, children and ex-detainees and ensure that these policies are mainstreamed throughout the public service and beyond into the various NGOs and other organizations providing public services.*

This demonstrates a number of areas in which the NPA programme addresses national priorities expressed in the PRDP. Social coherence and protection, and human capital are particularly relevant policy areas for the programme. While the programme has not explicitly set out to create an impact in these areas, as discussed elsewhere in this report, the outcomes of the projects include indirect benefits relating to these areas. On the issue of human rights, the programme is also clearly aligned to the need expressed in the PRDP to support key target groups and civil society actions.

Beyond the PRDP and government-led national priorities, the 2009 Status of Youth in Palestine Report published by Sharek Youth Forum, gave an impression of the priorities of youth during the relevant period. Overall, the report covered 5 areas: participation,

education, poverty and unemployment, health, and justice and security. One of the youth comments on participation in the Sharek report highlighted the issues youth face:

*The government, the decision-makers, don't care about youth. Most of the areas that affect youth, the government just doesn't care about them. This is the reality. [page 20]*

Meanwhile, the report reached a number of conclusions regarding civic engagement, including:

*Recent studies and Sharek focus groups note several areas of concern in terms of youth civic engagement... Traditional values restrict young people's and especially young women's participation in civic life. In the Gaza Strip, there appears to be increasing governmental interference in youth activities. [page 23-4]*

The situation in the Gaza Strip is identified in Sharek's report as a particular barrier to youth participation and civic engagement while the poor economic situation is also highlighted. Overall, the Status of Youth report's focus on participation as a key area of need and the conclusions of the report as a whole concur with the approach and priorities set out by NPA's programme and its partners' projects.

#### **Addressing Needs & Priorities of Participants and Partners**

NPA has the distinct advantage of operating its Palestinian office in Gaza. With the difficulties in access and in operating in Gaza, very few other donors continue to do this. The presence on the ground in Gaza, therefore, gives programme staff and NPA as a whole a much better understanding of the situation, needs and priorities of Palestinians in Gaza. Feedback from project staff and participants included the following points:

*The programme addressed articulated needs. GUCC articulated these needs which were identified from conducting focus groups with youth in different locations and conducting interviews with youth leaders in local youth centers. [GUCC Staff]*

*The chosen activities were selected to reflect and address the main youth interests and issues and the actual needs of youth, such as familiarity with human rights in general and youth rights in particular. [El-Wedad Staff]*

*Students Forum conducted a small study on the needs of youth and issues identified in the study were addressed in the project proposals. [Students Forum Staff]*

*The content of training courses met the actual needs of youth in the community. [GUCC Participants Focus Group]*

*One of the strengths of the programme was targeting youth as direct beneficiaries and focusing in their rights and other youth issues. [IDS Participants Focus Group]*

This feedback provides a clear endorsement for the focus of the programme and projects while the usage of a needs assessment by some of the partners to identify needs from the community and youth themselves is a good practice.

#### **Legitimacy & Acceptance**

Participants' feedback indicated a positive image of NPA in the project. This reflects positively on one of NPA's 'commitments' identified in the international strategy: *NPA will continue to work through partnerships, first and foremost with civil society organizations.* It also endorses NPA's partnership policy which defines partnership as:

*NPA sees partnership as a two-way cooperative relationship, sharing the complementary resources of various partners in terms of finance, skills, technology, information, knowledge of particular realities, and thus power – in order to fulfil their objectives related to oppressed social groups.*

Some feedback received about NPA that reflects this included:

*An amazing donor because the idea of the project is unique and amazing for students.  
[El-Wedad Participant]*

*I think the donor cares about youth issues. [El-Wedad Participant]*

*I think NPA is one of the generous donors that helped support youth. It is different because it provides continuity - working on longer projects. [El-Wedad Participant]*

The feedback suggests that participants understood the role of NPA as the donor and appreciated the approach NPA has to partnership which was reflected in their experience as participants. One participant pointed to a clear strength of NPA's approach, the longer-term and more continuous relationship with partners.



## 3.2 EFFECTIVENESS

### STRONG POINTS

- *Planning, monitoring and reporting are regular and consistent and partners feel accountable to NPA*
- *NPA's presence in Gaza allows it to undertake regular monitoring visits to its Gaza partners including spot-check visits<sup>4</sup>, as well as providing direct and genuine support to its partners.*
- *Expected outputs were mainly achieved and activities implemented as planned.*
- *The programme contributed significantly to sustaining the partners themselves and building their capacity.*
- *The initiatives component of some of the projects was an excellent way to engage the targeted youth with the community and for them to use the skills learned in the training.*
- *Feedback from participants was very positive and expressed satisfaction.*
- *Opportunities were provided for youth to influence decision-makers.*
- *The training was linked to the needs of youth and received good feedback.*
- *NPA has begun implementing its "Observing Changes" PMR manual and usage of these guidelines should be considered a priority for future projects.*

### LEARNING POINTS

- *Indicators are too generic, no baseline is in place and reporting formats do not push partners to reflect on progress towards outcomes and objectives and do not require monitoring of outcome-level indicators. NPA has begun implementing its Observing Changes PMR manual to address this.*
- *The programme plan included an objective to bring about a National Youth Plan, however, in the time since the programme plan was made, further division between the West Bank and Gaza, and other factors have led to a number of alternative plans, strategies and laws focused on youth. None of the projects' activities in Gaza had an explicit focus on these although participants and partners have reported contributing to them.*
- *Representations activities and campaigns did not have specific advocacy objectives<sup>5</sup>. In particular, advocacy activities were not always linked to the rights needs identified and explored in the training and workshops.*

### CHALLENGES

- *In Gaza, the situation, particularly the blockade, created a particular challenge to implementation (see introduction for details)*

#### **Planning, Monitoring and Reporting**

Each partner being evaluated in the programme put in place a proposal with a clear set of objectives, outcomes, planned activities and results. In terms of monitoring, each year the partners provided a proposal and action plan and reported approximately every 3-4 months while the project was operating. External audit reports were used for financial

<sup>4</sup> Spot check visits were unannounced to the partner, although planned by NPA and therefore were an effective monitoring measure to ensure scrutiny and avoid 'set-piece' visits.

<sup>5</sup> Advocacy objectives are explicit rights or policy outcomes which the advocacy activities (such as campaigns, initiatives, meetings, etc.) are designed to bring about.

checks. In addition, monitoring visits were carried out by NPA programme staff at key points including selection meetings of sub-contracted trainers and public events or meetings. Other NPA monitoring visits related to problems or progress updates. Finally, a number of 'spot-check' visits were planned to monitor partners outside of 'set-piece' visits. All the face-to-face visits were recorded in field visit reports with follow-up next steps. Overall, this monitoring system is effective from the qualitative stand-point and provides NPA with a strong knowledge of the actual work being implemented by the partners. Its main weakness is a lack of a quantitative component linked to clear indicators.

In terms of planning, the partners produced relatively good plans and action plans. At the core of these were well selected and relatively creative activities, targeted effectively, and contributing to relevant objectives. The plans were weaker, however, in terms of risk analysis and sustainability planning. Risk analysis was not explicitly required in the proposal format, while sustainability was included but partners did not produce clear or functional sustainability plans. Indicators are also a particular challenge in this sector, since the objectives are intangible. Most of the indicators selected, therefore, simply measured whether or not the plan had been implemented as expected at the activity-level. Connected to the lack of effective indicators was the lack of a baseline which would have helped to verify the effect of the activities and the changes brought about.

At the partner-level, longer term strategic project plans were not developed although they did develop organizational strategic plans. This is, in part, due to a funding arrangement which did not give certainty over the full 4-year period although this has been resolved for the upcoming period. While the projects did evolve, therefore, over the 4 year period and some of the over-ambitious targets in the first year were reduced, while successful activities were built upon, this was a reactive process which allowed the partners to build on lessons learned but missed the opportunity to plan out cumulative benefits over the 4-years of the project. As their capacity improves, partners should be expected to be more strategic and plan projects for a 24-36 month period, thus building greater cumulative benefits over the full term of the project. Such a plan for the project should be well integrated with the partners' organization-level strategic plan.

On the programme level, planning was good, with clear objectives and utilizing a human-rights based approach. With respect to indicators, NPA has begun to implement its new "Observing Changes" manual for results-based planning, monitoring and reporting (PMR). It is also beginning to train its partners on using this approach. Implementing these guidelines and providing capacity building to partners on results-based PMR will help to focus them on moving beyond simply implementing activities and starting to consider how they bring about the changes in society that they have identified in their objectives. It should be considered a priority for the upcoming period to help advance the partners' capacity to constantly improve their effectiveness.

**Programme Achievements:**

In addition to the four partners under consideration in this evaluation, the programme worked with a number of other partners and on other topics. Three of the outputs of the programme are considered for this evaluation:

| (Expected/planned) Outputs  | Indicators   |
|---|--|
| <p><b>Civil Society Organizations and other institutions have acquired knowledge and professional skills</b> in administrative, financial, media, lobbying and advocacy in their respective field of work and have put <b>focus on human rights situation</b> within the Palestinian society.</p> | <ul style="list-style-type: none"> <li>▪ Number of civil society organizations and non-governmental organizations received training, have their strategic plans and built their own bylaws and regulations.</li> <li>▪ Meetings and workshops proceedings.</li> <li>▪ Increased active participation in networking and exchange of information among civil society organizations in 2011 compared to 2008.</li> <li>▪ Media reports, narrative and audit reports</li> <li>▪ Small scale initiatives assist in maintaining a democratic civil society in Palestine</li> </ul> |
| <p>Women and youth of both sexes <b>participate in activities for their rights</b> and lobby the PNA for implementing a <b>National plan for youth</b> and women.</p>   | <ul style="list-style-type: none"> <li>▪ Assessment from beneficiaries.</li> <li>▪ By 2011 a national plan for youth and women is implemented in the PNA.</li> <li>▪ Documented activities</li> </ul>  |
| <p>Women and youth are <b>more effectively represented in decision-making processes</b> and the development of women and <b>youth rights concepts</b> within the Palestinian society.</p>   | <ul style="list-style-type: none"> <li>▪ Increase proportion of women in leading positions in Palestinian society as well as politically aware women and youth active on local community level.</li> <li>▪ Women and youth of both sexes participate in workshops for women and youth's rights and concerns. Youth challenging the decision makers.</li> </ul>   |

These outputs have mainly been achieved with respect to the work implemented by the partners under consideration in this evaluation.

1. The first of these outputs has been achieved. The CSOs under consideration in this evaluation have had their capacity built by this programme in both tangible and intangible ways. The tangible elements include better financial and administrative systems combined with better relationships with other actors like universities and Ministries. The intangibles include a stronger reputation and organizational confidence. As a result, the partners have been able to attract new donors.
2. The second of these outputs has mainly been achieved. Most of the youth participating in the project received training which related in part to their rights. Two of the projects involved opportunities for youth to form groups and undertake initiatives in the community. With regard to national level plans and policies, several were produced and complications arose due to the divide between Gaza and the West Bank. The National Development Plan (2011-13) incorporated components of a sectoral plan for youth developed by the Ministry of Youth and Sports through participation with youth and youth representatives while a 'Youth Law' was developed in Gaza. One partner based in the West Bank (Students Forum) demonstrated active participation in the development of the National Plan for youth, while El-Wedad and GUCC made contributions in Gaza to the youth law.
3. The third output has mainly been achieved. Some of the youth participating in the project were to some extent more represented in decision-making and in taking a more active role in the community through initiatives<sup>6</sup>. Workshops relating to rights and youth issues were

<sup>6</sup> These are defined as small scale grass-roots activities, including small scale community activities and campaigns to promote democratic practices in Palestinian society with possible emphasis on

part of most of the partners' projects and had a wide reach and youth were active through initiatives on the community level. The influencing and challenging of influential decision-makers, however, was limited in scope and partners did not express clear advocacy objectives<sup>7</sup>.

**Project Achievements**

An analysis of the four partners' projects shows some of the overall numbers and achievements. Each partner implemented a range of activities, at a minimum comprising training and some means of improving representation of youth. One of the most effective approaches was community initiatives which received positive feedback. The activities to improve representation and influence decision-makers were varied but did not always engage genuine decision-makers or have clear advocacy objectives.

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freedom of expression, human rights promotion, strengthening the resources of NPA partners and NPA staff, legal support and specific youth activities.

<sup>7</sup> Advocacy objectives are defined as explicit rights or policy outcomes which the advocacy activities (such as campaigns, initiatives, meetings, etc.) are designed to bring about.

| NGO                         | Participation in activities for rights   | More effectively represented in decision-making processes and in the development of youth rights concepts   |
|-----------------------------|--|---|
| El-Wedad<br>(2008-11)       | <p><b>Training:</b> 176 trained over 3 years; focus on rights of youth and a selection of different useful skills.</p> <p><b>Youth-to-Youth Workshops:</b> 1500-2000 students each year; focus on awareness raising in secondary schools.</p> <p><b>Initiatives &amp; Campaigns:</b> 3 initiatives each year (except 2009) and 2-3 voluntary campaigns; engaging the trainees in community activities and volunteering.</p> <p><b>Other Activities:</b> focus on culture, arts and entertainments</p>  | <p><b>Open meetings:</b> 5-6 meetings each year held to represent real issues of concern to decision-makers (mainly focused at the university level)</p> <p><b>Radio messages:</b> 7 radio messages each year broadcast 2000-3000 times on topics relating to youth participation and rights.</p> <p><b>Youth magazine:</b> "Rawad" written, edited and published</p> <p><b>Conferences:</b> each year; focus on youth rights</p>   |
| GUCC<br>(2008-11)           | <p><b>NGOs Training:</b> 50 NGOs (2008), 25 (2009-11), ~2500 participants each year; around 600 hours focused on capacity building in management and operational skills</p>  | <p><b>Representation:</b> 50 NGOs (2008), 25 (2009-11); focus on evenings and events to compile recommendations for decision-makers into a manual. (2011) Lobbying the MoYS.</p>  |
| IDS<br>(2010-11)            | <p><b>Training:</b> 58 youth trained (2010); focus on democracy, dialogue, campaigning and related skills. (2011) focus on using social media to advocate on youth rights issues.</p> <p><b>Campaign:</b> (2010); focus on culture of dialogue; including educational sessions (930 participants), workshops between student factions (342 participants), voluntary activities (60 participants), calendars and posters.</p> <p><b>Guidebook on youth rights:</b> (2011) 1000 copies printed</p> <p><b>Voluntary day:</b> 60 participants (2010); focus on tolerance and dialogue.</p> | <p><b>Youth Magazine:</b> "Rawafid"; 2 editions printed and electronic version (2010-11).</p> <p><b>Radio messages:</b> 2 episodes (2010), 10 episodes (2011); focus on dialogue (2010), advocacy and youth rights issues (2011).</p> <p><b>Meetings:</b> 4 meetings each year with decision-makers</p> <p><b>Conference:</b> 200 participants (2010); focus on dialogue between student factions</p> <p><b>SMS Messages:</b> 25000 sent to 8000 people (2011); focus on rights awareness</p>                       |
| Students Forum<br>(2008-11) | <p><b>Training:</b> 350 youth (total 2008-9); 70-80 (2010-11); focus on democracy and political engagement, key skills (including leadership) and the National Youth Policy and advocacy</p> <p><b>Educational Campaign:</b> 1000 youth (total 2008-9); focus on awareness of basic rights and the National Youth Policy</p>   | <p><b>Meetings:</b> (2008-11); bringing together participants, CBOs and decision-makers; focus on identifying violations of youth rights and discussing advocacy</p> <p><b>Initiatives:</b> 9 each year (2008-9); focus on motivating youth to influence and lobby decision-makers; <b>Young Innovators:</b> 7-10 each year (2010-11); focus on empowering youth for social innovation and youth advocacy projects.</p> <p><b>Conference:</b> graduation for participants; engaging influential decision-makers</p> |

Feedback evaluators received from project staff on the achievements of their projects was very positive. They were confident that the results had been achieved and highlighted specific results they considered important. The activities they implemented were largely focused around training, workshops and youth-led initiatives. Some of their feedback included:

*Some of the results of the project included improvement in youth skills, in their familiarity with their rights, their ability to practise their own rights and enhancing their managerial and leadership skills. [El-Wedad Staff]*

*The main result of individual project is building youth capacities in the direction of mobilising them towards their own rights. [GUCC Staff]*

*Each project focus on certain activities which was achieved completely, and the program also meeting the results as planned before. The project succeeded to bring the youth people together and accept each other even though they were affiliated to different political parties. [IDS Staff]*

*Some of the individual successes included: one youth launch an initiative to secure 10 jobs for 10 youths, advocating with local leaders to introduce support for local jobs; another youth succeeded in renaming all university hall with new names; and, one young woman became a trainer developed a training game. [Students Forum Staff]*

Participants in the projects also provided positive feedback on the achievements of the project. In the focus groups they identified many strengths of the projects and highlighted a number of achievements that coincide closely with the expected results of the programme. This feedback included:

*Youths got to know their rights and duties inside the university campus and how to use modern tools to demand their rights. The project helped to integrate the participants in the society through participation and contribution. It also helped to build links between the youth participants and local community organizations. [El-Wedad Participants Focus Group]*

*The project encouraged networking between organizations and institutions and implemented initiatives and effective voluntary campaigns in the local community. [GUCC Participants Focus Group]*

*The project used media as a main means to present youth rights and as an awareness tool and empowered a youth culture towards change, development and active participation. [IDS Participants Focus Group]*

*The project assisted participants to explore their creative talents and gain new skills. It activated the role of the youth through participation in programs such as training courses and initiatives. The project gave young people the opportunity to prove themselves by connecting with decision-makers to implement the initiatives. [Students Forum Participants Focus Groups]*

Individual case study interviews emphasized that participants were happy with their involvement in the projects. They also highlight the range of activities that participants were involved in and what they learned:

*I participated in training courses, leading a youth group, carrying out voluntary campaigns and encouraging university youth to participate with the project. I*

*increased my knowledge in youth rights and my experience in youth work. [El-Wedad Participant]*

*I participated in a workshop, campaigns and voluntary works, ToT, training in finance and management for NGOs, and managerial and leadership training. [GUCC Participant]*

*I got involved in voluntary campaigns, went to a special needs organization and offered mental support and simple gifts, gave collective guiding sessions for secondary schoolgirls and discussed educational subjects with university students. [El-Wedad Participant]*

*I was involved in networking with organizations, giving training in life skills and meeting with decision makers. [Students Forum Participant]*

### **Gender Balance**

In general, there was a good balance between male and female participants in the projects. Training, workshops, initiatives and other participatory activities generally included a balance over the whole project of male and female participants. If anything, there was a tendency for activities to include more female participants:

|          | Year | Male | Female |
|----------|------|------|--------|
| El-Wedad | 2008 | 38%  | 63%    |
|          | 2009 | 46%  | 54%    |
|          | 2010 | 47%  | 53%    |
| GUCC     | 2008 | 55%  | 45%    |
|          | 2009 | 55%  | 45%    |
|          | 2010 | 56%  | 44%    |
| IDS      | 2010 | 55%  | 45%    |
| SFI      | 2008 | 57%  | 43%    |
|          | 2009 | 47%  | 53%    |
|          | 2010 | 47%  | 53%    |

*\* Source of Data: Project Final Reports, note that these are only estimates since not all aspects of projects were broken down by gender in the reports.*

Given the difficulties typically faced in achieving a gender-balance, this is a very good performance, demonstrating effective policies and approaches to engaging young women in these projects. Some of the approaches identified by evaluators included targeted activities focusing on women or partnering with women's associations, gender-balance policies for training and workshops and targeting of girls schools.

With respect to staffing, there was an effort towards a gender balance in staff at the partner-level, although it was not as balanced as the participant-level. This was explained in part by a lack of applicants for posts and other external factors although it remains an area for potential improvement.

Reporting on the gender balance was generally good with all but GUCC breaking down the main beneficiary groups by gender in the annual project reports. This is a good practice which should be extended and sustained.

### **Approach to Training Effectiveness**

Training was a central component to most of the partners projects. In general feedback was very positive with the training achieving the objective of raising awareness about rights and building skills of participants. Most of the learning points identified relating to the training focused on organization: participants felt that training should be longer and involve more people; transportation costs should be paid; and, training halls should be larger. It is not taken as given that increasing the number of TOT participants would be beneficial but some participants did raise this point. The evaluators do not have sufficient information to judge the quality of each of the trainings, but the feedback suggests that features of the TOT were considered more useful or higher quality. Where relevant, therefore, the non-TOT training, might benefit from including a reduced version of the TOT and further continual needs assessment is required to keep training relevant and adapted to the changing needs of participants. The following feedback highlights some of these learning points, although in general the feedback on training was positive:

*Some of the training topics were not covered in details despite of its importance. The place booked for the training courses were not suitable for a large number of attendance. [GUCC Participants Focus Group]*

*The project's activities conflicted at times with the university lectures of the participants. The performance of some of the trainers did not reach a satisfactory level. The time allocated for the training sessions was not enough for the participants to gain maximum benefit. A limited number of participants were allowed to take part in the TOT training course, and the rest of the participants were denied the opportunity to take part in the TOT training course. Transportation expenses were not available for the participants, thus denying the youth participation in the project at times of financial difficulties. [El-Wedad Participants Focus Group]*

*Difficulty of transportation and the times of the meetings were not appropriate for all participants. Some participants pointed out that the time of the training was not appropriate as they had other obligations such as college classes. Some (3 out of 11) participants thought that the training was mostly theoretical. [Students Forum Participants Focus Group]*

*Limited number of youth who participate in some courses. Selection of trainers with low level of performance for some training topics. There are no incentives for beneficiary youth. Time conflict with beneficiary youth schedule in their universities. [IDS Participants Focus Group]*

### **Approach to Representation Effectiveness**

Representation was achieved through a large variety of methods: media (including radio messages and magazines), conferences, meetings and campaigns. The effectiveness of one method over the others is very difficult to measure without a baseline and clear, focused indicators which have been measured over the course of the projects. Some of the feedback received in the focus groups and participant interviews did, however, shed light on what the representation activities achieved and some of the challenges:



*The project helped to raise the awareness of the political situation, empower the youth's role in the community, and, develop the youths understanding of their community and its principles. But there was a lack of clear results in regards to lobbying decision makers in the community. [GUCC Participants Focus Group]*

*The project used media as main means to present youth rights and as awareness tool and empowered youth culture towards change, development and active participation. [IDS Participants Focus Group]*

*The participants were involved in several campaigns: desk cleaning at the university lecture halls, blood donation, cleaning the sea port for the fishermen, Break the Siege, and the olive harvest. [El-Wedad Participants Focus Group]*

Participants were asked both about rights and representations activities. While the representations activities were mainly implemented as planned, there were few apparent connections to the rights training or workshops which had identified and worked on some of the key rights for Palestinian youth. The evaluators, therefore, found that many of the campaigns, initiatives and representation activities focused on social issues and did not have specific rights-focused advocacy objectives. These activities also tended not to reach many (or many influential) decision-makers although some improvements have been made on this measure in 2011 and these should be sustained and consolidated in future projects.

One reported outcome contributed to by these activities was an increase in the MoYS budget, but the main outcome of these representation activities, therefore, is the self-confidence of participants and partners, combined with the experience of influencing decision-makers in a relatively 'safe' environment such as a university or community forum. In a very challenging environment such as in Gaza, this is still a significant achievement which should not be overlooked.

#### **Factors and Barriers to Implementation**

A major external factor during the period of implementation has been the Israeli policies and actions on Gaza including the blockade, the war in winter 2008/2009 and the travel restrictions. Despite this, the projects have managed to continue mainly according to the planned schedule, although some delays were encountered in 2009.

A second important factor, remarked upon (particularly by GUCC) by the organizations was the forced closure of a number of youth associations, NGOs and CBOs over the period. By way of an example, the Gaza offices of Sharek Youth Forum (a national youth NGO) were closed in 2010 after a long period of harassment by the authorities including regular raids on the offices and lengthy interviews by the security forces of the management and board members. The reasons behind such forced closures were opaque but appeared linked to the approach of the organizations as well as the opinions and ideas they publicly expressed. While neither of the three NPA partners in Gaza was directly affected, some of their partners (for example Sharek) were, and the threat of closure makes the exercising of freedom of expression and the freedom to organize challenges in themselves.

### 3.3 EFFICIENCY

#### **STRONG POINTS**

- *Over 30,000 individual beneficiaries over the four years between the partners.*
- *Partners were able to increase the size of their outputs as funding and staff numbers increased.*
- *A mixture of approaches brought both wide coverage and deeper interventions.*

#### **LEARNING POINTS**

- *Salary costs varied between partners quite widely (between 14% and 44%) and have increased in some projects over the four year period, although there are justifications for these differences, they should be closely monitored.*

#### **Overview**

Overall, as is shown in the estimates and analysis in the following pages, the programme expended almost \$1,000,000 over the four years between the four partners. In total 160 months of work by 10-20 staff (increasing over the course) was carried out with a staff cost of \$260,750 (26.5% of the total spending). The project is estimated to have impacted approximately 31,480 beneficiaries directly. Overall, therefore, the programme has spent approximately \$31 per direct beneficiary. By these measures, therefore, the evaluators find that the part of the programme under consideration in this evaluation is broadly efficient. When the context is taken into account: a recent violent conflict, economic isolation and a complete blockade, it is clear that the programme has done well to continue operating and realize these achievements in a relatively efficient manner.

A close consideration of the calculations presented in this section shows that there is a mixture of approaches with some projects utilizing more large-scale events and media activities which involve a broad range of participants and others investing more in a small number individual participants. For example, El-Wedad operates youth-to-youth awareness raising workshops which covers large numbers of secondary school students but does not go into great depth. Students Forum, on the other hand, has focused on a smaller group and invested more per beneficiary through initiatives that give participants the opportunity to direct funds where they regard them as important. Both of these approaches can be considered efficient in different ways and both are necessary.

The main areas for consideration under efficiency relate to prioritization of key activities and needs. For example, the payment of transportation costs which is a relatively small additional expenditure but would ensure the involvement of students with more limited incomes and would encourage participation. Additionally, the question of the right amount of support for youth initiatives is not within the scope of this evaluation, but could be addressed in a dedicated research study.

#### **Feedback**

In general, little feedback was received in terms of efficiency which is a positive sign. Some relevant comments were made, however, including:

The time allocated for the training sessions was not enough for the participants to gain maximum benefit. A limited number of participants were allowed to take part in the TOT training course, and the rest of the participants were denied the opportunity to take part in the TOT training course. And, limited budgets were allocated for the initiatives carried out by the participants. *[El-Wedad Participants Focus Group]*

The place booked for the training courses were not suitable for a large number of attendance. *[GUCC Participants Focus Group]*

Only a limited number of youth can participate in some courses. *[IDS Participants Focus Group]*

There was some difficulty in transportation and a lack of follow up after the end of the project. *[Students Forum Participants Focus Group]*

Meanwhile, feedback from staff interviews showed that partners considered their projects to be efficient and prioritized according to needs:

The efficiency of project activities was good, and we did our best to improve efficiency within the limitations of the budget allocated. *[El-Wedad Staff]*

Inputs and resources were used based on prioritization of needs and objectives. And, increased funding lead to more or higher quality results. *[GUCC Staff]*

Most of activities were carried out in efficient manner with reasonable cost. *[IDS Staff]*

The projects were implemented in an efficient way. The project budgets were small and covered lots of activities. *[Students Forum Staff]*

#### **Estimates and Analysis of Input and Output Measurable**

The **total resources available** to the Freedom to Organize component of the programme were approximately US\$ 4,176,283. Of this, approximately 24% (\$983,418) was disbursed to the 4 partners under consideration in this evaluation.

|  | 2008        | 2009        | 2010        | 2011        | Total       |
|--|-------------|-------------|-------------|-------------|-------------|
| <b>Total Available*</b>                            | \$1,013,274 | \$1,033,628 | \$1,054,159 | \$1,075,221 | \$4,176,283 |
| <b>Estimated Project Resources of 4 Partners**</b> | \$165,959   | \$190,115   | \$339,030   | \$288,134   | \$983,418   |
| <b>% of Total Resources</b>                        | 16%         | 18%         | 32%         | 27%         | 24%         |

\* Conversion at 1 USD = 5.65 NOK, the approximate rate used in the NORAD programme plan.

\*\* Estimates from project financial reports

Since this evaluation does not take into consideration the full list of partners or the full extent of the programme no detailed analysis can be made regarding the overall programme efficiency and this section will focus mainly on the partner-project level.

At the partner-project level, the total **financial inputs** (funding) received from NPA between 2008 and 2011 was approximately US\$ 983,418, broken down as follows. It should be noted that the figures below are based on the actual amounts from the financial reports:

| NGO | Total | % of Total |
|-----|-------|------------|
|-----|-------|------------|

|                       | Funding from NPA (08-11)* | from NPA to these NGOs |
|-----------------------|---------------------------|------------------------|
| <b>El-Wedad</b>       | \$310,774                 | 32%                    |
| <b>GUCC</b>           | \$374,086                 | 38%                    |
| <b>IDS</b>            | \$129,500                 | 13%                    |
| <b>Students Forum</b> | \$169,058                 | 17%                    |
| <b>Total</b>          | <b>\$983,418</b>          |                        |

\* Source of Data: Financial Reports and Programme Budget.

With regard to **time**, El-Wedad, GUCC and Students Forum operated all-year around (12 month) projects over the four-year period and IDS operated a 6-month project in 2010 and 9 months in 2011.

Finally, considering the **number of direct beneficiaries** (main output measurable) The evaluators have made an estimate based on figures provided in project reporting of the total numbers of direct beneficiaries and compared this figure to the total budget for each project. **This is intended only to give a rough indication of the input-output ratios and is not a final indication of efficiency.**

|                                     | 2008        | 2009        | 2010         |
|-------------------------------------|-------------|-------------|--------------|
| <b>El-Wedad # Direct Ben.</b>       | <b>3564</b> | <b>7336</b> | <b>10581</b> |
| <b>US\$ / Ben.</b>                  | <b>\$21</b> | <b>\$12</b> | <b>\$8</b>   |
| <b>GUCC # Direct Ben.</b>           | <b>2503</b> | <b>1253</b> | <b>3006</b>  |
| <b>US\$ / Ben.</b>                  | <b>\$24</b> | <b>\$48</b> | <b>\$53</b>  |
| <b>IDS # Direct Ben.</b>            |             |             | <b>1547</b>  |
| <b>US\$ / Ben.</b>                  |             |             | <b>\$35</b>  |
| <b>Students Forum # Direct Ben.</b> | <b>650</b>  | <b>808</b>  | <b>232</b>   |
| <b>US\$ / Ben.</b>                  | <b>\$50</b> | <b>\$52</b> | <b>\$188</b> |

In summary, these figures provide no substantial concerns relating to partner-project level efficiency. Costs are reasonable given outputs and although staff costs are a little high for some partners, the nature of activities requires adequate staffing and the overall ratio of inputs to outputs is reasonable.

## 3.4 IMPACT

### STRONG POINTS

- Positive changes and impacts reported by individual participants in the projects.
- Youth participants know more about their rights, have new skills and apply these in initiatives they lead and manage on issues they have identified.
- National Sectoral Strategy for Youth developed in 2010 and while there was some contribution by NPA partners and project participants, the process behind it did not specifically originate from or engage them on a significant scale.
- Youth law in development in Gaza with contributions from NPA partners.

**LEARNING POINTS**

- *Projects achieved a lot in terms of awareness of rights through training and workshops but it is less likely that this awareness will be converted into broader social change and realization of the full rights of youth because the representations and advocacy activities did not generally focus on the same rights issues as the training.*

**CHALLENGES**

- *Forced closure of youth organizations and associations in Gaza and the West Bank demonstrates a clear challenge in recent years, although the partners have done well to continue despite this challenge.*
- *Achieving sustainable social change is extremely challenging in the context of the occupied Palestinian territory.*

The overall development goal of the programme was:

- *Contribute to a free and Democratic Palestinian Society with focus on the right to organize and a fair distribution of resources*

Meanwhile, the more specific indicators identified in relation to the elements of the programme under consideration in this evaluation were:

- *Partner's reports confirm significant change concerning youth taking the lead of many youth organizations and initiatives.*
- *2011 confirms positive change in the civil society organizations' performance compared to 2008.*
- *By 2011 evidence will show that the PNA have implemented/established National plan for women and youth with contributions from NPA partners.*

With regard to the first indicator, concerning youth taking the lead, it is noticeable that in one project: Students Forum, for example, there has been steady progress from an organization-led programme towards a youth-led programme. In 2011, the project is centered almost entirely around the young innovators who utilize the training, support and financing offered through the project to address issues they have identified in their communities (including economic, social and political issues). This is the best case on this measure, and one of the challenges for the other projects is to ensure continued ownership of the activities by the youth participants while staff levels increase.

The second indicator is not possible to completely assess without a clear baseline and consistent reporting according to more detailed indicators. However, it is also important to recognize the difficult context in which the organizations, particularly those in Gaza, operate in. With the severe challenges they face, simply continuing their work and continuing to support youth participation and rights is a positive outcome and helps to continue the impacts observed among participants.

The final indicator can be shown to have been achieved in part given the development over the past few years of the National Sectoral Plans and various youth-focused policies and laws. A significant complication with regard to this indicator is the division between Gaza and the West Bank, with different policies, plans, strategies and laws being proposed

and implemented. In 2009, the Ministry of Planning laid out a proposal to develop 'sectoral' plans in a number of areas including youth as a cross-cutting area. In 2010, The Ministry of Youth and Sports (MoYS) then held 40 meetings (25 in the West Bank and 15 in Gaza) engaging around 1,000 youth<sup>8</sup>. The National Development Plan 2011-13 references it and includes clear youth-centered objectives such as: to prepare our children and youth for a fulfilling life and productive work in Palestine. With regard to the NPA programme, the MoYS sectoral strategy did not emerge from the NPA's partners or directly engage them in the consultation process. The NPA partners were involved, however, in a number of advocacy activities relating to youth-focused laws in Gaza and lobbying of the MoYS in Gaza. GUCC, for example, arranged a meeting with the MoYS to discuss issues and policies regarding youth. One specific outcome to which the partners lobbying was reported to have contributed was the increase in the budget for youth and sports. Finally, Students Forum in the West Bank was involved on campaigning for a national plan earlier in its activities.

### **Organizational Capacity**

One of the key aspects of the programme's impact is the fact that the partner organizations are operating and improving their capacities steadily. The organizations face repeated challenges and obstacles, not least armed conflict, oppression and a lack of freedom. Yet they continue to provide a key platform for youth to engage with society and each other.

*GUCC has achieved great successes during the previous three years from 2008 till 2011 and were able to reach a huge base of youth who are the direct target group of the project and then access through them to a greater number as an indirect target group. [GUCC Staff]*

*Most of activities generated positive changes on direct beneficiaries and no negative changes observed. We succeeded to create a strong voice for young people to actively demand for their rights and ability to advocate. [El-Wedad Staff]*

### **Change among Participating Youth**

The impact of the programme relies in a large part on what changes the participating youth went through as a result of the project. The following feedback demonstrates some of the different changes, highlighting the impact of the programme on self-confidence, personality and awareness of rights among others.

#### El-Wedad Case Studies

*I had found myself involved in almost all the activities of the project and forgotten that I'm different due to my disability. The project enhanced my relations and confidence to work hard in the society. [2010]*

*The project gave me the greatest feeling of belonging to the community and youth participations that build Palestine that we ever dream to be. [2010]*

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<sup>8</sup> National Youth Strategy refers to the MoYS Cross-sectoral Strategy developed over 2009/2010 with cooperation from a number of youth organisations and institutions (see [www.masader.ps/p/files/Youth-National-Strategy.pdf](http://www.masader.ps/p/files/Youth-National-Strategy.pdf)). Workshops detailed in the strategy document did not show any NPA partners although youth involved with these partners may have participated and there were some activities from NPA partners towards this plan.

*I got to know my rights, and that they end when the other's rights begin. [2011]*

*The project increased my knowledge in youth rights and increased my experience in youth work, build ups and support. [2011]*

*It changed my personality and made me a more active and efficient person. [2011]*

*I increased my self-confidence and my competence and communication skills with individuals and with the society in general. I overcame shyness and applied guiding skills in some activities. [2011]*

### Students Forum Case Studies

*I always constantly ask youth to get politically involved and in particular those youth with special needs. I found the way through the Students Forum to become involved in the local community. [2008]*

*The workshops opened the horizon for me to exercise my life correctly with the support of good trainers who did not spare any advice and experience. It was wonderful and exciting as for the first time in my life I stand up as a trainer. I felt I own a lot of skills that I would not be aware of without coming to this project. [2009]*

*I liked the idea so much. It is new and exciting and more importantly it is useful, to learn something new while spending our time away from the internet and chat. [2009]*

*The project gave me the chance to discover my strengths and improve myself. [2011]*

*It helped me to write and initiate and focus my thoughts and try to implement them. [2011]*

### IDS Case Studies

*The project helped in enhancing and developing my skills and talents, increase self-confidence, knowing more people in my community, having the ability to form youth groups and bring youth together, having the ability to give my opinions and convince the others. I got a chance to find and prove myself and get more experience. I broke down my fear barriers in dealing my with community members and I saw positive changes in my personality. [2011]*

### GUCC Case Studies

*The project gave me self-confidence, helped me know more about my rights and increase my ability to defend my rights. It also helped increase my communications skills. [2011]*

### **Impact of the Training:**

Participating youth demonstrate how they used the training and experience in the project putting the theory to practice. Some participants passed on their training and experience through training others. Other participants applied their training in initiatives and activities.

### El-Wedad Case Studies

*My performance during the project promoted me to be a leader of the cultural committee at Rwad Forum at El-Wedad Society. [2010]*

*There was coordination with Al-Jaleel School to give guiding lessons for female students about early marriage and how to choose a major study after high school. Through this,*

*I applied my theoretical experience in guidance and developed my personal abilities to communicate with students. [2011]*

*I trained in the Islamic University for a course of administrative skills in communication. [2011]*

*Communication and building relations with other associations through a workshop that I am coordinating. [2011]*

*I was nominated to participate in an international scholarship that supports youth and youth movements. And my experience in the project helped to be one of the final candidates. [2011]*

### Students Forum Case Studies

*I have participated in the national youth plan and other strategic plans for other programs. [2011]*

*I received a training in public relations; this gave me the ability to choose the right technique to implement the initiatives. [2011]*

### **Effects of Rights and Representation Activities**

As a key part of the development objectives, developing youth understanding and awareness of their rights and giving them some experience in activities to demand these rights was a common component of the projects under consideration. Feedback from participants regarding the changes these activities brought about in them demonstrates some of the effects of this work. Importantly, many mentioned some of the key rights linked to the right to organize and freedom of speech. The feedback also showed that without the projects, some participants would not have known about these rights, some work remains however as some youth reported that they do not feel represented at the community level or the national level:

*The participants indicated that they didn't hear in detail about youth rights before but now they are more familiar with own rights and they can ask about it and they are able to teach other youth groups about their rights. [IDS Participants Focus Group]*

*The youth participants were not familiar with any youth rights before participating in the project's activities. Now they are however, familiar with youth rights, such as: right to vote, right to work, right of political participation, right of freedom of expression, right of freedom of travel. The participants stated that they feel represented at the local level and they are represented by local partner NGOs. [El-Wedad Participants Focus Group]*

*The participants are now familiar with their rights. Those rights include: right of political participation, right of education, right to work, right of freedom of expression. Youths now have got the incentive to ask for their denied rights using the peaceful techniques they have learned during the project's activities. [GUCC Participants Focus Group]*

*We were not aware of all these rights before but the training helped us to be aware of these rights and cling to them. Rights covered included: right of education, right of political and social participation, right to live in dignity, right of free movement. [Students Forum Participants Focus Group]*

Individual feedback also confirmed similar points:



*I know more about my rights, particularly the right of decision making, free movement and expression. Knowing my rights made me cling to them more and I know more about appealing for my rights. Social activists represent me locally, and national institutions and youth movements represent me nationally. [El-Wedad Participant Case Study]*

*I know more now about my rights in volunteering, social security, peaceful assembly, belonging, identity and expression. El-Wedad and the Palestinian Society for Development and Charitable Work (PADB) represent me in the community and youth assemblies represent my voice in my society. [El-Wedad Participant Case Study]*

*I participated in meetings with decision makers. [Students Forum Participant Case Study]*

*I know more about political participation and civil rights. [Students Forum Participant Case Study]*

*I know more about how to defend and ask about my rights, to express my opinions and participation in peaceful assemblies. [IDS Participant Case Study]*

*I learned more about peaceful assemblies, cultural, political and social rights. [GUCC Participant Case Study]*

With regard to specific impacts of representations activities, such as social changes, policy changes or the National Plan for Youth, there have been a number of lobbying activities, meetings and campaigns, particularly in the latter stages of the project and after the impetus provided by the so-called 'Arab Spring' in 2011. The actual impact of this work is difficult to isolate from that of other actors and external factors, however, there has been an increase in the budget for youth and sports which may have, in part, resulted from lobbying by GUCC, and other partners report contributing to the variety of planning processes revolving around youth-focused laws and strategies.

### **Impact on the Factional Divide**

One of the projects, namely the IDS project, was focused on bridging the divide between Hamas and Fatah students in 2010. The project provided training and opportunities for dialogue and cooperation between students aligned with the different factions. The evaluators cannot comment on the long-term impact of this activity and the factional divide remains strong, but on the individual level, some positive feedback was received:

*The project empowered the youth culture towards change, development and active participation. [IDS Participant Focus Group]*

*The project allowed me to gain more relations and to form youth groups and bring youth together. It also broke my fear barriers in dealing with community members. [IDS Participant Case Study]*

*This project shaped Adel's personality and changed the way in which he looks at my society. He became not affiliated to any single movement in terms of ideology and now he is more focused on his role in the society and finding ways in which he could contribute to the development of his community. [Case Study Provided by IDS]*

## 3.5 SUSTAINABILITY

### STRONG POINTS

- Achievement of organizational sustainability through capacity building and consistent long-term funding partnerships.
- The benefits realized by youth participants themselves (self-confidence, skills, rights-awareness and community engagement among others) are likely to be sustained.
- The inclusion of youth as a cross-sectoral priority in national planning is likely to continue as youth are now recognized participants in national planning processes.
- Organizations have been able to attract further funding and expand.

### LEARNING POINTS

- The programme sustainability plan focused on organizational sustainability and partner organizations demonstrated only limited sustainability planning. At both levels, more strategic and structured sustainability planning, linked to planned outputs, is needed to help sustain benefits of all aspects of the project over the long-term.

### NPA Approach to Sustainability

With regard to sustainability, NPA's partnership policy states the following:

*Defining and continuously reassessing the time frame for financial cooperation between NPA and the partner organization may help to maintain focus on sustainability aspects. Lengthy periods of financial support may create dependency; on the other hand it must be assessed in relation to the aims and objectives to be achieved.*

*The assessment of sustainability should have an approach in which financial, social, political, and organizational aspects are addressed in an integrated manner. The achievement of sustainability should be measured in relation to the stated objectives of the project, the effect on wider social and political processes and on the role and strength of the partner organization itself. In most NPA projects it is not the activities that needs to be sustainable, but the results, as for example a strengthened organization.*

The following paragraph is quoted directly from NPA's programme plan for this programme. It highlights the programme-level approach to sustainability:

*In general NPA seeks to work with partners that have good capacity and local reputation, and also support from other donors to ensure sustainability. But our role is also to work with the partners to strengthen their capacity in order to enhance the prospects of good sustainability and encourage their networking skills in order to attract other donors.*

*In Program I Land and resource rights, the need for further funding depends on an end to the Occupation and the practices of stealing Palestinian land for building settlements, the Wall and military restriction and incursions in Gaza.*

*... the partners are working towards implementation of projects for the agreement period with the view to accomplish their goals and to hopefully reach a more self-reliant Palestinian civil society.*

Detailed analysis is provided below, but overall, the approach outlined is most specific towards organizational sustainability, focusing on capacity and reputation of the partners. This is a strong-point as discussed below but the other social and political aspects are dealt with in a general manner and do not provide a specific exit strategy. Overall, therefore, the evaluators consider sustainability an area in need of more focus, particularly by bringing a more strategic and integrated approach to it. For example, sustainability strategies could be linked to each of the planned outputs, describing a plan to help sustain the output and grow its benefits over time and beyond the project timeframe.

### **Financial Sustainability Analysis**

Given the types of activities and the target groups, none of the project activities are likely to be sustained beyond the timeframe of the programme. The evaluators do not regard this as problematic, particularly in light of the context faced by the CSOs under consideration and the NPA policy on sustainability as stated above.

Financial dependence is, however, a risk to the sustainability of the results of the programme where one of the key results is the capacity of the organizations themselves. The regular growth in funds and increase in staff numbers and costs is an indication that the partners are becoming more dependent on external funding. If growth is the result of good performance and growing needs then this may not be an issue. In some cases, however, growth in the partner organizations may be the result of growing availability of funds and this exposes them to risk of failure if funding availability declines.

Some of the feedback from partner staff highlights the challenges for financial sustainability. This feedback also highlights that the staff are not thinking creatively about how the impact and achievements are sustained without funding, even if the activities cannot continue in the same way:

*Most of activities undertaken by the project are dependent on its funding as they are conducting training courses and youth initiatives. The activities should be continued but a reverse change may occur if there is no funding. [El-Wedad Staff]*

*Beside NPA GUCC try to find financial resources from other donor as part of contribution in this project. The training courses are mainly dependent on funding. Without NPA's funding some activities can be sustained and others can't continue. [GUCC Staff]*

*Some activities can be sustained after the funding period such as participation in campaigns, conducting workshops but other can't be sustained and they depend completely only on external funding, such as conducting training courses. [IDS Staff]*

*It's very difficult to continue with the initiatives without additional funding. [Students Forum Staff]*

### **Organizational and Institutional Sustainability Analysis**

One of the core impacts and achievements of this programme is supporting the organizations/partners themselves to continue operation and grow in capacity. In all cases, the organizations have been supported consistently by NPA with the effect that they are able to attract funding from other donors and build on their work. The partnership also helps improve the operations and administration of the organizations to increase the likelihood that they will continue operating after the programme is finished.

In addition to sustaining the organizations themselves, the relationships they have built throughout the period of the project are also a strengthening factor which is likely to be sustained beyond the timeframe of the programme. Partners' relationships have been enhanced with Institutions including: universities and schools, CBOs, cultural centers, associations and other CSOs. In addition, some of the partners have built relationships with ministries and media organizations. Overall, the programme has certainly helped to strengthen ties between organizations and build the reputation of the partners under consideration. These relationships will help sustain the achievements and impact of the work. The main weakness in terms of organizational and institutional sustainability is a lack of planning to take advantage of the benefits of a stronger network and relationships and the improved operation, financial and administrative capacity enjoyed by the partners. With a more strategic approach to sustainability, the effects of the programme may be grown over time without the need for further funding.

Feedback from the organizations highlights some key points:

*There was strengthening the relationship between El-Wedad Society, the universities, and the CBOs and the capacity of the Rwad Youth Forum was built. [El-Wedad Staff]*

*Closure of some youth organizations is a risk to the sustainability of the benefits of the project. [IDS Staff]*

### **Social and Political Sustainability Analysis**

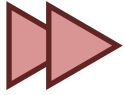
It is noticeable that in terms of social and political sustainability, the most sustainable approaches are to give responsibility to the individual youth participants and focus on enabling them to achieve their goals, rather than channeling them towards the organization's interests. The impact on the individual concerned is always greater and better sustained if they have taken responsibility for a project, than if they have simply participated passively. One challenge to overcome, however, highlighted in the Social Innovators project from Students Forum, which created some level of financial dependence by providing funding of \$1700 to each initiative. This gives the youth involved many more options and opportunities to make a useful impact, but it also means that if they want to continue the work, they will need more funding. The optimum level of funding should be investigated with a focused assessment balancing needs, opportunities and the risk of dependency.

Overall, most of the changes enjoyed by the individual youth participants in the programme are likely to be sustained over the long-term. The youth participants have gained skills, awareness and experience which will last with them. This is demonstrated in part by some of the feedback:

*But the investment is students. Most students who enrolled in the project are still active in their communities. For example: One of the students became a trainer; another one forms a women committee; others continue supporting their communities. [Students Forum Staff]*

Other aspects of political sustainability include the creation of policies and strategies which are implemented by existing institutions. In the case of this programme, the creation of a National Youth Plan and its adoption by the PNA was a central goal. This was achieved as discussed in the Impact section. The effects of this youth strategy will be

sustained as it is now part of the PNA's development strategy and the inclusion of youth as a cross-sectoral priority in the national planning process is likely to be sustained as they are now recognized as an important group, demographically and politically.



## **4. CONCLUSIONS AND RECOMMENDATIONS**

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**Planning, Monitoring and Reporting (PMR)**

**Partner Organizations**

**Training**

**Initiatives**

**Representation and Advocacy**

**Sustainability**

In general, the programme had many achievements which have been highlighted throughout this report. To avoid repetition, this section will focus on where improvements can be made and some suggested options at both the programme and partner-level.

### **Planning, Monitoring and Reporting (PMR)**

The programme as a whole, at the management (NPA) level and the partner-project level, would benefit more effective planning, monitoring and reporting. NPA has already initiated this process through the introduction of its "Observing Change" PMR Manual which outlines an excellent and relevant approach for the context of this programme. There is also a need for more consideration of follow-up and post-project monitoring of long-term effects. Meanwhile, further enhancements can be made through better needs analysis and the formation of baselines for key indicators which will help to focus efforts on the more important needs and prioritize activities. Beyond monitoring, there is a clear need to improve structured risk and sustainability planning, reviewing the proposal requirements to encourage partners to structure their approach to both. There is also a need for more strategic and long-term project planning since the term of the projects are 4 years and planning the full four years (or at least a 2-3 year part of it) would help to build more cumulative benefits. Finally, rights-based programming is a new and innovative approach that NPA is utilizing but has not really translated through to the partner-project level. This approach could provide benefits to the effectiveness and sustainability of the projects and should be translated into practical policies which can be utilized and implemented by the partner organizations.

- *Place emphasis on the adoption of the Observing Change PMR Manual at the programme and partner-project level including training for partners in utilizing the principles espoused in the manual and in particular developing and tracking clear indicators.*
- *Better follow-up and post-implementation monitoring of longer-term effects should be institutionalized as part of the programme.*
- *Require structured risk and sustainability planning as part of the partner proposal.*
- *Project planning should look to the full four-year term of the project (or at least 2-3 years), to have a clear vision for the full project, and plan out the cumulative benefits and how these will be achieved.*
- *New concepts such as rights-based programming should be translated into practical policies relevant to the Palestinian context, in order to integrate such concepts at the partner-level.*

### **Partner Organizations**

The project focused on building capacities of youth but there is also a need to provide broader capacity building to the staff of the partner organizations. Additionally, there was limited cooperation between the partners on key issues for example the National Youth Strategy. There would also have been particular benefits to further cooperation between Gaza and West Bank based organizations which helps build solidarity and bridges the growing divide between the two areas.

- *Build the capacities of partners' staff in areas other than the managerial and financial system. Topics could include: proposal writing, reporting, needs assessment and monitoring.*
- *Promote deeper cooperation between partners, particularly between the West Bank and Gaza Strip.*

## Training

The training was perceived well and received positive feedback. The evaluators observed that numerous trainers were contracted and no consistent approach or methodology was employed in the training. Given the similarity of the topics and approaches of the training components of the partners' projects, there is an opportunity to pool resources for training and develop better training resources. These resources should be built upon existing materials where possible and shared between the partners (and with other organizations). The training provided was found to be generally in accordance with the actual needs of youth but there should be a continual effort to ensure this with regular re-assessment of needs.

- *Training resources should be pooled where possible and based on existing youth-oriented materials.*
- *Training should engage and integrate youth who are still active, potentially involving youth from previous years' trainings and activities.*
- *Training should continue to be designed to meet the actual needs of youth.*

## Initiatives

Initiatives were used very effectively in the programme to give youth a role in leading the projects and focusing on their needs. This has helped to make the programme very much youth-centered but the initiatives themselves are mostly focused on short-term interventions and express high and unrealistic objectives and expectations.

- *Research the optimum level of financial support to youth initiatives to balance efficiency and effectiveness.*
- *Initiatives which are by their nature short-term and relatively small-scale should try to balance ambition with realistic opportunities for change. The youth should be encouraged to seek ways to contribute to larger changes and possibly work cooperatively with other initiatives to bring about wider-scale change.*

## Representation and Advocacy

With regard to representation activities, campaigns and initiatives, they are well implemented and satisfactory to the participants, but they have brought only limited changes in terms of rights, policy and services. These parts of the programme would benefit from better planning including rights and policy-focused advocacy objectives that would focus them on the most needed change. Furthermore, coordination between these activities would also help bring change on a national level. While some partners have used media, the use of social media in this programme, as well as other media forms is still limited and may provide an opportunity for wider engagement. From another perspective, the so-called 'Arab spring' represents an opportunity for regional cooperation on the topic of democracy, representation and advocacy which should be explored by NPA and its partners.

- *Encourage development of policy and rights-focused advocacy objectives for 'representations' activities, campaigns and initiatives.*
- *More linkages between organizations and cooperation between partners could yield a greater national-level impact, particularly in key issues like freedom of speech and right of association and assembly.*

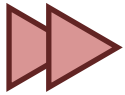


- *Use media more widely across the programme to communicate messages to youth, particularly social media forums like Facebook.*
- *Explore opportunities for Arab regional cooperation on the topics of democracy, representation and rights-focused advocacy.*

## **Sustainability**

Sustainability was found to be an area in need of focus at both the programme and project-level, mostly due to the lack of strategic thinking and structured planning for sustainability linked to outputs and outcomes. The NPA policy on calls for programmes to address financial, organizational, social and political sustainability, to which the evaluators would add 'institutional sustainability' (referring to benefits sustained by state, educational and non-state institutions). The programme plan focused on organizational sustainability and no clear exit strategy was expressed. Overall, to avoid donor-dependence and to ensure changes are sustained, more detailed, structured and strategic sustainability planning is essential.

- More strategic thinking and structured planning on sustainability is required both at programme and partner level to help avoid donor-dependence, build more robust organizations and ensure continuity of the benefits and social changes accrued by the programme.



## **ANNEXES**

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**A. Acronyms and Definitions**

**B. Terms of Reference**

**C. Methodology**

**D. List of Interviews**

## A. ACRONYMS AND DEFINITIONS

|                 |  |
|-----------------|--|
| Palestine / oPt | Palestine and occupied Palestinian territory (oPt) are used interchangeably in this report to refer to the Palestinian territory occupied by Israel in 1967, including East Jerusalem. |
| NPA             | Norwegian People's Aid   |
| SF / SFI        | Students Forum / Students Forum Institute  |
| GUCC            | General Union of Cultural Centers  |
| WB & GS / WBGS  | West Bank and Gaza Strip   |
| CSO             | Civil Society Organization   |
| CBO             | Community Based Organization   |
| NGO             | Non-Governmental Organization  |
| PNGO            | Palestinian NGO  |
| INGO            | International NGO  |
| PRDP            | Palestinian Reform and Development Plan 2008-2011  |
| WSCR            | El-Wedad Society for Community Rehabilitation  |
| MoYS            | Ministry of Youth and Sports   |

## B. TERMS OF REFERENCE

The purpose of this assignment is to examine the strengths, weaknesses, relevance, impact, effectiveness, efficiency and sustainability on four of NPA's projects provided to NPA's partner organizations (GUCC, El-Wedad, IDS & Students Forum) in the West Bank and Gaza.

The evaluation should also be able to answer the following questions:

1. To which extent the project's outcomes & goals have been achieved?
2. Were the activities and outputs of the projects consistent with the goals & objectives?

### Measuring impact and effects

- a. Intended and unintended, positive and negative consequence of project activities
  - What were the major factors influencing the achievements or non-achievement of the objectives?
  - What has happened as a result of the program or project?
  - What real differences has the activity made to beneficiaries?
- b. Whether funds were used as stated in project designs
  - Were activities cost-efficient?
  - Were objectives achieved on time?
  - Was the program or project implemented in the most efficient way compared to alternatives?
- c. If appropriate learning reviews/lessons learned exercises were carried out to inform project implementation

### Report

The evaluation report will offer detailed conclusions, draft best practices, recommendations and lessons learned.

## C. METHODOLOGY

Four integrated and complementary evaluation research methods were employed in the evaluation as follows:

### 1. Document and Literature Review

Incorporating the examination of all project documents as well as relevant literature. Not only did these activities inform the final research plan and design, but they provided information about the results of the project activities and the context in which it operated. Given the very short duration of the assignment, ABC asked that all relevant project documents were provided in soft and hard format if possible within 24 hours of signing the contract. At the time of the signing of the contract, the list of documents was agreed upon.

### 2. Focus groups / Focus Workshops

These (2 focus groups with each organization - 8 focus groups in total) were held with direct beneficiaries and stakeholders of the project. Each focus group had between 8 and 12 participants. The participants and focus of these groups were determined upon ABC's learning more about the specifics of the project beneficiaries and interventions. Approximately 50 beneficiaries participated in the 8 focus groups; these were chosen through a stratified random sampling.

It is found that often more hands-on activities are effective hence the term "workshop" is applied, therefore each focus group was run according to structured formats developed by the ABC team based upon project documents and indicators. Focus workshops were facilitated in such a way that both qualitative and quantitative information was gathered. Each session ran for approximately two hours.

### 3. Survey

Embedded in the focus groups/workshops was a survey/questionnaire taken by all participants in the sessions. This survey provided detailed quantitative information to complement the qualitative information gathered during the discussion. The survey was administered by the facilitators in such a manner as to account for any weaknesses in literacy of the participants.

### 4. Interviews

These (3 with each partner organization – 12 interviews in total) were conducted with NPA, and partner agency staff; in addition, 12 interviews were conducted with community stakeholders. Interviews were individual or in small groups, and were semi-structured. From these interviews, case studies were developed through more in-depth questioning with individuals who seem to have either a representative or unique illustration of some aspect of the project, its management, impact, or implementation. Targets of interviews were determined in the initial meetings with the assignment counterparts.

## D. OVERVIEW OF FIELDWORK

### Focus Groups and Interview Dates:

|                    | El-Wedad     | GUCC         | IDS          | Students' Forum |
|--------------------|--------------|--------------|--------------|-----------------|
| Focus Group 1      | Nov 28, 2011 | Nov 30, 2011 | Dec 1, 2011  | Nov 26, 2011    |
| Focus Group 2      | Nov 28, 2011 | Nov 30, 2011 | Dec 4, 2011  | Nov 26, 2011    |
| Focus Group 3      | Nov 28, 2011 | Nov 30, 2011 | Dec 7, 2011  | Dec 1, 2011     |
| Interview Meetings | Nov 19, 2011 | Nov 29, 2011 | Nov 19, 2011 | Nov 26, 2011    |

### Focus Group Participants

| El-Wedad             | GUCC               | IDS                 | Students Forum   |
|----------------------|--------------------|---------------------|------------------|
| Ishaq Aliwedi        | Mohammed Juda      | Amani Qasem         | Mohammad Romi    |
| Muhaned Alkhairy     | Ahmed Al Ajrami    | Dalia Juda          | Hamdi Elhrobeh   |
| Neda Abu Hamda       | Fahed Al Madhun    | Balsem Elhaddad     | Jihad Melhem     |
| Shima El Shetewi     | Samer Azaneen      | Sabrin Alharazeen   | Jamileh Salah    |
| Abdel Hameed Alfara  | Khalil Taleb       | Randa Abu Liala     | Saed Aqrat       |
| Hadeel Al Batnigee   | Wefa Abu Ryash     | Abdellah Weshah     | Ahed Wamaereh    |
| Wela Seada           | Tahani Deebea      | Loai Abu Sief       | Maha Qaisy       |
| Ayaa Alyaquibi       | Fulla Kadoha       | Mahmoud Saleh       | Rawan Barhom     |
| Neda Keshko          | Yaser Al Absee     | Belal Kuraz         | Tareq Abo Aker   |
| Mhahammed Al Herbawi | Zuzu Al Sultan     | Nardin Abdel Rahman | Aseel Zakkot     |
| Ramah Al Shawa       | Emad Abu Najee     | Saher Dahlize       | Hanni Abo Ayyash |
| Hamza Al Derawi      | Lina Abu Amer      | Mahmoud Salman      | Mayyada Hshesh   |
| Abdellah Nema        | Noura Mekdad       | Hatem Diab          | Nahar Shrokh     |
| Iman Alzraee         | Basem Alderawee    | Athar Abdullah      | Adel Hrob        |
| Esrar Al Jeddy       | Diana Kamal        | Moaird Al Sahal     | Ahmad Abd Salam  |
| Duaa Hassona         | Basem Salem        | Mohammed Alshikh    | Suha Mashad      |
| Khaled Al Majayda    | Yafa Alkafarna     | Ashraf Al Hemdiat   | Husam Bsharat    |
| Khalil Salam         | Mahmoud Edwan      | Ahmed Tulba         | Lubna Bsahrat    |
| Hythem Hamada        | Tasaheel Abu Assad | Ibraheem Al Talaa   | Moayyad Bsharat  |
| Zenab Nasar          | Ahmed Obaid        | Mohammed Al Bayed   | Rasha Abo Rob    |
| Duaa Ashor           | Ahmed Albuhaisee   | Muaaz Al Talaa      | Basma Shrem      |
| Suhad Al Rabaia      | Fadi Altalouli     | Fadwa Alhawaree     | Noor Omari       |
| Amani Alkhouli       | Anwar Azaneen      | Essa Al Louh        | Emad Ayda        |

|                |                  |                    |  |
|----------------|------------------|--------------------|--|
| Nour Al Qassas | Kamal Daloul     | Samer Al Malfoh    |  |
| Aya Abu Mussa  | Nahed Foura      | Ebtasal Al Musader |  |
| Maha Alemari   | Asharaf Suhweel  | Mohammed Gudali    |  |
| Amel Eid       | Emad Abu Jedian  | Hamza Abdel Razaq  |  |
|                | Mahmoud Kaloub   | Mohammed Al Shana  |  |
|                | Mustafa Al Kanoo | Mahmoud Al Mabhouh |  |
|                | Mahmoud Eid      | Sabreen Abu Khatla |  |
|                | Anaaam Jebril    |                    |  |
|                | Fathy Abu Swelem |                    |  |
|                | Khalil Naeem     |                    |  |