

# FINAL EVALUATION REPORT

Final Evaluation of the Project SOLP/2018/0010

*"Promotion of gender equality and the protection of  
Palestinian women in vulnerable situations in the southern  
West Bank, Palestine."*

MARCH 21, 2022

Evaluation Period:

(December 13, 2021 - February 10, 2022)

Submitted to:

Movement for Peace, Disarmament and Liberty (MPDL)

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## List of Acronyms

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MPDL	<b>Movement for Peace, Disarmament and Liberty</b>
PWWSD	<b>Palestinian Working Woman Society for Development</b>
oPT	<b>occupied Palestinian Territory</b>
GBV	<b>Gender-based Violence</b>
ToT	<b>Training of Trainers</b>
MEAL	<b>Monitoring, Evaluation, Accountability and Learning</b>
SPSS	<b>Statistical Package for the Social Sciences</b>
FGDs	<b>Focus Group Discussions</b>
DAC	<b>Development Assistance Committee</b>

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I didn't know how to talk, I am now able to talk

I am now able to protect myself, and defend my rights

"I used to beat my daughter, after the awareness sessions I stopped"

My husband/ mother in law used to beat me up I am  
"Now able to say no"

"I finally said NO after 26 years"



"We now have the driving force to protect ourselves and practice our rights after the project"



"I became fearless and able to defend myself and my rights"

"We used to be scared but not anymore"



"We now feel more courageous to stand up for ourselves and defend our rights"

"Today's girls are not the same as us 30 years ago, they aren't able to start a family in such a young age"





## 2. Executive Summary

This evaluation report reflects a participatory approach external evaluation that was conducted by Deem Company for Collective Development Services and upon a request by MPDL for conducting a final external evaluation for "Promotion of gender equality and the protection of Palestinian women in vulnerable situations in the southern West Bank, Palestine." Project "Final Evaluation of the Project SOLP/2018/0010".

### Evaluation objectives:

- a- Assess to which extent the project succeeded to cover the relevance, effectiveness, efficiency, impact, feasibility and ownership and mainstreaming of Human Rights and Gender issues.
- b- Evaluate the capacities of MPDL and PWWSD in terms of management, communication, and collaboration.
- c- Identify strengths and lessons learned and provide relevant recommendations based on lessons learned.

Deem company team were well selected, dedicated, abide to the evaluation ethics and standards, and followed the agreed-on procedures and activities that were submitted and approved within the inception report.

### Evaluation findings:

This is a unique project in terms of the collective services that are provided in one place for the women suffering and survivors of Gender-based Violence (GBV). The project had covered the fees of the court for the women who are not able to afford. As the budget had been modified to include this cost. Such free of charge services were provided to the disadvantaged women in marginalized areas – in Bethlehem Governorate - who are not able to afford the costs of the legal and psychosocial services they needed the most. The project helped the women in vulnerable situation through linking them to a collective group of services. Where such services were neither accessible and nor affordable before the intervention has taken place.

The intervention's main target group included not only the women suffering and the survivors of Gender-based Violence (GBV), but also their caregivers, partners, communities and the youth. Since those young people are the ones expected to hold the flag and move forward in the future to defend the rights of the women. PWWSD followed a holistic approach in the provision of the services; they did not focus only on the women but also on the perpetrators and people violating the women and their rights, also their communities and families.

The different activities of the project are mirrored from the current programs of The Palestinian Working Women Society for Development (PWWSD), which include the collective linking between women rights issues, economic empowerment and the interventions for GBV, as well as, the elimination of all forms of violence and discrimination against women and girls. Under this umbrella, all of the activities and approaches followed throughout the project gave the opportunity to achieve a strong intervention with various benefits and support for women in a situation of vulnerability.

In terms of relevance; the intervention was relevant to the needs of the targeted communities and beneficiaries, it also became deeply relevant after the COVID-19 pandemic, since both the Gender-based Violence (GBV), as well as, domestic violence has increased and was clearly detected among Palestinian families. It is also relevant to the PWWSD strategies, which were linked to the Palestinian local strategies, and the strategies of the organization Movement for Peace (MPDL), which contribute to the achievement of the SDG #5 "Achieve gender equality and empower all women and girls".



At the same time, this project contributes to the achievement of the strategy of Generalitat Valencia - Contribute to the eradication of poverty, the reduction of extreme inequality, human, economic and social development, and the defense of the fundamental rights of people, promoting processes of democratization, good governance, promotion of peace and the full enjoyment of the human rights of women and men - likewise, it is recognized as an objective to promote education for global citizenship that generates critical awareness among Valencian citizens in order to achieve their mobilization and commitment to promote sustainable human development for all.

The team succeeded to reach the goal, objective and expected results of the project. This was clearly stated in reporting relevant information of the interventions of the project. The use of the budget and time was proper and according to the action plans set. The selected teams worked hard to reach the targeted groups and provide the services, despite the limited capacities and narrow competencies among part of them.

The interventions outcomes lead to a clear positive impact on the lives of the targeted beneficiaries, women and young people. It succeeded to achieve change planned on the lives of the women and their families. The impact on local communities who received the awareness raising sessions, dissemination of information, and services' availability was accomplished.

In terms of the sustainability of the project after its implementation and completion, we can clearly measure it through the following points:

1. The availability of PWWSD office and team to provide continuous support to their targeted beneficiaries.
2. The availability of the services in Bethlehem specifically. Targeted beneficiaries learned about the relevant services provided and how they can reach such services. They have a reference, they know to whom they can seek for help when they are in vulnerable situations.
3. The understanding and awareness raised among the women, the communities, and the youth groups.

The positive change that occurred on the attitudes of the perpetrators, the people violating women, as well as, the partners who were the main reason behind the suffering vulnerable women.

The quantitative analysis showed the following results:

- 97% of the beneficiaries were satisfied with the services provided.
- 88% of the respondents agreed that their lives changed after the interventions
- 93% of the respondents agreed that they understand the rights of women to access and management of economic rights.
- 94% of the respondents agreed that they understand the rights of women to access and management of their legal rights.
- 93% of the respondents agreed that they understand the rights of women to access and management of health rights.
- 90% of the respondents agreed that the legal system in Palestine is an obstacle hindering the women to access their rights.
- 91% of the respondents agreed that the participation of men in the services and the trainings and awareness was very helpful for the women.
- 99% of the respondents agreed that PWWSD team were helpful and supportive.
- 88% of the respondents agreed that they know other women who need support.
- 89% of the respondents agreed that the tools and social media platforms that were used by PWWSD were enough and were received properly by the people around them.



**The evaluation reached a list of lessons learnt, which can be concluded as follows:**

- For a better flow and management of information, the communication lines and coordination between the higher management at Ramallah office and the technical team at Bethlehem office need to be maintained and further strengthened. Furthermore, a proper criterion has to be set for the selection of the project manager, the monitoring, evaluation, accountability, and learning (MEAL) officer, the psychologist, and the field focal points team, with an emphasis on bringing expert counselors for the team for follow up and adequate supervision.
- The focus on the quality rather than the quantity of targeted beneficiaries reached is another important aspect that should be strictly followed in the future. It was clear the project activities focused on reaching higher numbers with poor quality services. It is better to serve the targeted numbers set in the baseline and the logical framework with high quality, with regular and proper follow up, rather than increasing the numbers with low quality of services.
- Proper interventions during emergencies training, along with a risk management plan must be part of the planning for the project and the work schemes of PWWSD.
- The awareness sessions must be followed-up with, as well as, be well monitored by the team, including regular visits to the targeted areas and beneficiaries groups, in order to ensure that they have a strong and continuous relationship with team of PWWSD.
- The youth who have been trained throughout the project must also be followed-up with. They should be provided with a clear agenda that ensures a sustainable and ongoing relationship between them and PWWSD, regardless of the availability of budgets and funds.
- The media campaigns that has been conducted throughout the life of the project must be better coordinated in case they needed to be executed again in the future. A proper documentation, analysis, and reporting of the results of those campaigns needs to take place among the media team and the subject-matter experts of the project team of PWWSD, in order to create more relevant media campaigns in the future. This will help replicate higher content tailored to the beneficiaries in the most effective and efficient manner.

**Project recommendations can be summarized as follows:**

- To keep providing a collective services approach, to replicate, as well as, keep the project as a centralized service in Bethlehem area and the southern West Bank, Palestine, the project must reflect a stronger synergy between the economic empowerment program and gender-mainstreaming program at PWWSD. This is one of the main action planning aspects, which should be taking place for the future execution of the project.
- In the best case scenario of having the project replicated in the future, PWWSD has to rethink, reconsider and restructure the whole project team and focal points, which was a major weakness of the project based on our evaluation results.
- A project's organigram shall be constructed in a way that connects the senior management at of PWWSD headquarters in Ramallah and their most important team taking charge of the project's activities in Bethlehem's office. This will facilitate clear, transparent and organized flow of work; in a way that should keep both offices enjoy a smoother relationship.
- The MEAL officer role in the project was not achieved, since the project failed to produce proper documentation of its activities, which is why; the role of MEAL officer must be specifically and strictly set for the project in case the project will proceed to its upcoming phases.





- As providing training and awareness was one of the main aspects of the project and the fact that there weren't any proper documentation of the trainings' materials to be used in the future. Training materials must be gathered and formulated in a manual so that the team and trainers of PWWSD can further use it.
- The team working on the interventions in emergencies must be well trained. In addition; a better risk management and analysis shall be prepared and given a priority for revision and updating on quarterly basis.
- The technical team and focal points must do a closer follow up for the people in the field periodically.
- A clear exit strategy must be executed regarding the trained youth groups, in order to invest in them as support agents for PWWSD specifically, and agents for social change in general.
- A proper coordination must take place between the project team and their media team for the future, in order to successfully achieve the objectives of the project, in the most efficient and sustainable manner.
- Support and coordinate existing government and civil society initiatives from different sectors working to enact laws and improve existing laws on GBV. Which is why it is highly recommended to involve the existing government and civil society initiatives to force the execution of such laws for better outcomes of the intervention when it gets further implemented.
- Involve local communities and parents through parent teacher associations to change attitudes and behaviors on a societal level, but also assure that educational institutions are held accountable in their preventive work. Many of the cases that suffered GBV were kids from schools, who get forced to get married at an early age. Involving the local communities, parents, and schools in bringing awareness to the future generations is key to achieving the outcomes and impact of the main project intentions. This will help create stronger upcoming generations in which they are responsible of their behaviors when it comes to such sensitive topics. It will also help girls and their parents make informed decisions about their future and lower their chance of facing GBV.
- Support group education (outside school) combined with community mobilization. These interventions usually provide training on topics like masculinities, gender equality and GBV to adolescents who in turn mobilize others through different community events. It is vital to bring the element of sustainability through the support for the youth groups trained throughout the project, this include; providing them with the necessary tools, training material, training techniques and reach through the network of PWWSD as a project implementer and subject matter expert in the area of GBV and Gender Equality mainstreaming.
- Create a gender aware counselling system that gives effective support to victims/survivors of GBV by training relevant staff. The cases reached by the project are only a sample, it is vital to create a clear step by step system to reach similar cases and help them in a better informed, effective and efficient manner.



### 3. Introduction

As per a contract that was signed on December 13, 2021, between Movimiento por la Paz-MPDL and Deem Company for Collective Development Services. To conduct an external evaluation for the project “Promotion of gender equality and the protection of Palestinian women in vulnerable situations in the southern West Bank, Palestine” funded by the Generalitat Valenciana (Hereinafter GVA), project code SOLPCD/2018/0010.

This consultancy aimed at performing a participatory approach evaluation which abide to DAC<sup>1</sup> criteria (Relevance, Efficiency, Effectiveness, Impact and Sustainability), in addition to the focus on Gender and Human Rights mainstreaming, lessons learned and recommendations for future interventions.

#### Methodological approach, justification of relevance.

This is a participatory approach evaluation that involved all project partners and stakeholders. A sample of the beneficiaries also participated in the process; which is very important for the compilation of information and results. To bring all the information for a solid evaluation. The interviewees included:

Name	Position
[REDACTED]	MPDL Expat Coordinator
[REDACTED]	MPDL administration and financial coordinator
[REDACTED]	Project coordinator of PWWSD Gaza
[REDACTED]	Gender-based Violence (GVB) Program Manager of PWWSD
[REDACTED]	PWWSD Programs Manager
[REDACTED]	PWWSD Bethlehem Office Lawyer
[REDACTED]	PWWSD Psychosocial Support Professional
[REDACTED]	PWWSD field Facilitator for community development sessions

The evaluation consultants of Deem conducted seven (7) focus groups, which included up to sixty (60) people. Moreover, eleven (11) qualitative interviews were conducted with direct beneficiaries.

- The evaluation processes included the following qualitative and quantitative tools:
  - In depth interviews with the stakeholders and beneficiaries
  - Thematic Focus groups with the beneficiaries and their families
  - A survey that was distributed among a selected sample of beneficiaries and analyzed on the software Statistical Package for the Social Sciences (SPSS).
- The consultants of Deem Co. followed the ethics of working with the stakeholders and professional ethics relevant to the issue of data gathering, security and safety of information, unbiased opinions, no touch policy, do no Harm, confidentiality, the Code of Conduct of and participatory approach. In

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<sup>1</sup> The Organization for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) first laid out the evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) in the 1991 OECD DAC Principles for Evaluation of Development Assistance, and later defined the terms in the 2002 Glossary of Key Terms in Evaluation and Results Based Management.



addition, the consultants used references and citation when it comes to information gathering and mapping of the services provided.

- Finally, the consultants informed and asked the permission of the participants when it came to taking pictures, registering the sessions, quoting some sentences and any other activities relevant to the assignment.

#### **i. Presentation of the consulting team.**

The selected team for conducting the evaluation was as follows:

##### **Team Leader**

Currently the CEO and Owner of Deem company for Collective and Development Services that was initiated in 4/4/2016. Most of my work according to experience is in Monitoring and Evaluation, Capacity Building and Coaching, Strategic planning and Proposal writing. Obtained more than fifteen years of intensive experience as a Monitoring and Evaluation Advisor and Consultant in different organizations. Accumulated excellent organizational development, and Programs management, feasibility studies and budgeting skills and trainings. During my work, I have applied a results-based approach in designing, implementing and evaluating programs and projects in different areas while ensure quality reporting. . Additionally, I have extensive experience in MIS project implementation. I am recently accredited the ISO 9001, ISO 14001 Audit Team Leader certificate, and ISO 45001 Audit Team Leader certificate. Is a member of the Palestinian Coalition for SDGs and a ToT certified trainer for SDGs (By Safir EU funded project).

Working as a freelance consultant since 2015 strengthened the experience in working in monitoring and evaluating different projects and providing strategic advice for the different NGOs and CBOs. In addition to the very good experience and work in SWOT analysis, conducting focus groups, trainings and capacity building activities, setting and measuring indicators and using the participatory approaches of M&E; especially the Scorecard tool.

Human Rights, Equality and Equity, Gender Balance, Transparency and Honesty are the main values that I work through. In 2016 participated in a conference in Spain, FPSC Seminar Women's Participation in Water Access and Management: the case of Palestine. <https://promocionsocial.org/en/the-cemofpsc-seminar-the-participation-of-women-in-water-access-and-management-the-case-of-palestine-took-place/>

##### **Translator and Editor**

Rana Mousa has a wide experience working with local and international organizations and consultants, in the field of development cooperation, education and human rights, such as IEPALA, Palestinian Working Women Society for Development (PWWSD), NoVa or the Spanish Cooperation Agency (AECID) among others. Her main responsibilities include project development, advocacy-oriented work, translation and group facilitation services and research. She also collaborates with MIMAT Consultancy during different assignments of baseline studies, evaluations...etc. Mousa has experience working with Bethlehem University, as a coordinator for the Arabic language program (for foreigners) as well as other administrative and public relation duties. She is a graduate of Bethlehem University (2008) in English Language and Literature. She has a post graduate degree from Universitat Autònoma de Barcelona (2011) in Culture of Peace Studies and holds various certificates in teaching Spanish as a foreign language. Mousa is currently studying a Masters degree in Arts of Spanish in Middlebury College in the US. Mousa speaks Arabic, English, Spanish, Catalan, basic Greek, German and French.



## Mr. [REDACTED] d Researcher

In addition to completing his bachelor and master degrees, Thaer worked as a strategic consultant at 9 companies in various industries around the world. He helps businesses translate their needs into sustainable practical circular solutions for maximized social, environmental and economic impact. He's focused on helping linear businesses transition to circular ones; bring sustainable awareness to business strategies and help support a more livable and life-affirming future. To this day, Thaer's qualifications, experience and passion as a strategist for businesses who want to scale their activities, grow financially, and become more innovative while being socially, ethically and environmental positively-impactful is accelerating day-by-day.

### ii. Purpose of the evaluation.

The aim of the evaluation is to conduct deep analysis of the project, and learn about the its results, in order to assist MPDL and PWWSD in the decision making process of the future plans of interventions for similar projects. Through is done through the analysis of the results to learn, improve, and take action based on lessons learned and the recommendations offered.

This consultancy is a participatory approach evaluation that included different activities with a selected number of stakeholders and beneficiaries. It included setting a list if DAC criteria indicators, which were, answered during the evaluation processes, including; relevance, effectiveness, efficiency, impact and sustainability, in addition to gender mainstreaming and human rights approaches analysis. All the information that was gathered helped a lot to bring lessons learned and recommendations for future interventions If the project will be replicated.

### iii. Identification of the actors involved.

R1.1 "Improved protection services for women in vulnerable situations and survivors of gender violence in the governorate of Bethlehem"

- Women in vulnerable situations and / or survivors of violence in the Bethlehem governorate who are users of care and protection services (psychosocial and legal)
- Women in situations of vulnerability and / or survivors of violence in the Bethlehem governorate who receive legal support in judicial processes related to gender violence
- Women in situations of vulnerability and / or survivors of violence in the Bethlehem governorate who participate in Women Support Groups
- Professionals in social intervention who receive training in gender perspective and gender equality
- Professionals who participate in the annual care days for caregivers

### List of beneficiaries' interviewed:

Age	Gender	Location	Number and title of activities in which they were involved
25	Female	Beit-Ommar married and lives in Bethlehem	Legal and psychosocial (A.1.2, A.1.3, A.1.4, A.1.5)
26	Female	Sureef married and lives in Bethlehem	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
32	Female	Bethlehem City	Legal Support (A.1.3, A.1.4)
33	Female	Bethlehem City	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)



Age	Gender	Location	Number and title of activities in which they were involved
28	Female	Bethlehem City	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
28	Female	Bethlehem City	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
27	Female	Al Khader	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
33	Female	Irtas	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
23	Female	Bethlehem City	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
25	Female	Bateer	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)
33	Female	Duheisheh camp	Legal and psychosocial(A.1.2, A.1.3, A.1.4, A.1.5)

#### List of beneficiaries' Participated in Focus Groups:

Type and number	Gender	Location	Number and title of activities in which they were involved
13 young people	5 females and 8 males	Bethlehem area	Trainings, ToT and camp (A.2.4, A.2.5, A.3.4)
5 young people	3 females and 2 males	Bethlehem area	Trainings, ToT and camp (A.2.4, A.2.5, A.3.4)
7 People	7 females	Bethlehem	Professional trainings in gender perspective and gender equality (A.1.7)
8 People	7 females and 1 male	Bethlehem – Irtas	People trained on gender equality and GBV (A.2.1)
14 people	14 females	Bethlehem – Al Duheisheh camp	People trained on gender equality and GBV (A.2.1)
7 People	7 Women	Bethlehem – Al Khader	People trained on gender equality and GBV (A.2.1)
20 people	20 women	Bethlehem – Thabra	People trained on gender equality and GBV (A.2.1)

R1.2 "Increased knowledge and capacities of the community in the governorate of Bethlehem to combat gender inequalities and promote social transformation

- Young people trained to act as potential community agents of change to promote gender equality
- People from the communities trained in gender equality, gender violence, psychosocial health, human rights and women's rights

Age	Gender	Locality	Number and title of activities in which they were involved
20	Female	Bethlehem City	Different trainings, ToT and camp (A.2.4, A.2.5, A.3.4)
23	Male	Beit Sahour City	Different trainings, ToT and camp (A.2.4, A.2.5, A.3.4)
26	Male	Beit Sahour city	Different trainings, ToT and camp (A.2.4, A.2.5, A.3.4)

R1.3 "Promoted public debate and reflection on gender equity and social transformation in the governorate of Bethlehem and Valencia"

- Young people sensitized on gender equality
- Holders of responsibilities and obligations of the governor of Bethlehem who have participated in spaces for reflection on gender equality
- People participating in the awareness-raising activity in the Valencian Community
- People sensitized through the advocacy campaign on gender equality in the media



### Main actors of the evaluation:

- MDPL and PWWSD teams act as the responsible people of the program's implementation, execution and achievements. They are the relevant team interested in the success of the work and project activities carried out. They are aware of the strategy of the organization and the project's relevance to the strategy of MPDL. The following table summarizes the project's main actors, as follows:

Stakeholder's name	Position
[REDACTED]	MPDL Expat Coordinator
[REDACTED]	Admin and Financial Coordinator MPDL
[REDACTED]	Programs Manager – PWWSD
[REDACTED]	Project Coordinator – PWWSD Gaza
[REDACTED]	Media and Communication Officer – PWWSD
[REDACTED]	Program Manager – PWWSD
[REDACTED]	Project Facilitator for community development sessions – PWWSD
[REDACTED]	Psychosocial Support Professional – PWWSD
[REDACTED]	Lawyer – PWWSD
[REDACTED]	Project Coordinator – PWWSD

- The project beneficiaries including women exposed to GBV and their families who expressed their needs based on the challenges they faced, and who received legal and psychosocial services. Based on the project's main activities, goals and strategies. Eleven (11) interviews were conducted with the beneficiaries from different locations in Bethlehem and its surrounding areas, including; Battir, Duheisheh Camp, Al Khader, and Irtas.
- Young people who were involved in the trainings (A.2.4, A.2.5, A.3.4), the ToT, the camp, and the conference. Thirteen (13) of them were interviewed.

### iv. Responses of the report to the demands for information and concerns of the end users of the evaluation.

The evaluation report will be shared with local partners, collaborating institutions and donor entities in accordance with their regulations. The information that was provided is very important to serve PWWSD; as it provides information to PWWSD about the challenges and gaps during the implementation, lessons learned, and recommendations for future interventions. The results will give an insight for PWWSD to consider all notes.

MPDL are provided now with a full overview and detailed information about the project implementation, processes and procedures, management issues and coordination capacities with PWWSD. Now, MPDL can change their internal procedures with PWWSD for a better future intervention with them. The information provided is related to the budgets, action plans, methodologies, approaches, and any other potential changes that could occur.

As it is a final evaluation and to meet the project's intentions, which are to assess the scope of the results achieved by the project, as well as, its sustainability over time.

Generalitat Valenciana is interested in getting the report results of the implemented project as to have a closer view, get a clear idea of the project, and detailed information of what has been done on ground throughout the whole life of the project. Not to mention the importance of how will MPDL and Generalitat Valenciana deal with the project implementation body "PWWSD organization" in the future to further carry out the intervention in best and most efficient way possible, and to achieve the indented project's objectives, outcomes and impact.



## **v. The purpose of the evaluation: objectives and scope.**

Results based objectives are can be concluded as follows:

- Evaluate the relevance of the project, analyzing whether in its development it has responded to the needs observed in its design and the evolution of the context.
- Evaluate the scope of results and planned objectives, by analyzing the achievement of indicators (as indicated in the project planning matrix and its schedule), with special emphasis on evaluating the quality of the processes.
- Evaluate the cost-benefit ratio of the various lines of action carried out.
- Evaluate the viability and sustainability of the different actions, as well as their appropriation by the collective that owns rights, responsibilities, and obligations.

Learning Oriented Objectives are as follows:

- Evaluate the management capacity of MPDL and PWWSD in relation to the efficiency, effectiveness, and quality of the intervention, as well as the communication, coordination and institutional strengthening processes that have existed towards the people, groups and networks participating in the project.
- Identify strengths and lessons learned and provide relevant recommendations based on lessons learned in the following areas:
  - ✓ The incidence, impact, and sustainability of the different actions.
  - ✓ The effectiveness and efficiency of the intervention.
  - ✓ Monitoring and evaluation mechanisms.
  - ✓ The adaptation to the context and the search for alternatives to the problems encountered.
  - ✓ The involvement of the local partner and her organizational and managerial capacity throughout the execution of the project.

Possible improvements in coordination between the entities responsible for implementation.

Objectives oriented to donors' oriented plan:

- Evaluate if the project was relevant to MPDL goals and objectives especially if the project responded to MPDL project goal, which was: "Contribute to promoting gender equity and the protection of Palestinian women in a situation of vulnerability in the West Bank." Aligning to MPDL's strategies 2.2: "WOMEN'S RIGHTS" which includes the three goals, which are: "2.2.1. Promote the empowerment of women in all fields and their access to all resources. 2.2.2. Promote access and equitable participation and rights of women in all areas of human development. In addition, 2.2.3. Eliminate all forms of discrimination and violence against women and girls in the public and private spheres."
- Find out the linkage between the project goals and expected results with the Generalitat Valencia strategy that states "Contribute to the eradication of poverty, the reduction of extreme inequality, human, economic and social development, and the defense of the fundamental rights of people, promoting processes of democratization, good governance, promotion of peace and the full enjoyment of the human rights of women and men". Likewise, it is recognized as an objective to promote education for global citizenship that generates critical awareness among Valencian citizens in order to achieve their mobilization and commitment to promote sustainable human development for all."
- Find out the linkage between the current project and previous works that has been done by PWWSD and how it compliments and contribute to their interventions on ground.





## vi. Background and context.

MPDL and PWWSD have a joint experience of more than 5 years working on gender equality in Palestine through which the project objective of this evaluation has been identified, designed, and implemented. The combination of decades of occupation and the consequent worsening of the humanitarian crisis in Palestine, in addition to the prevailing patriarchal culture, make gender-based violence a key concern in the occupied Palestinian Territory (oPT).

Palestinian women face multiple forms of violence and discrimination that place them in situations of extreme vulnerability. The collapse of the public system of basic services, together with the deterioration of community and family networks, make it difficult for surviving women to access the care services necessary for their recovery and repair, such as psychosocial care services and legal advice.

The Project has focused on contributing to promoting gender equality and the protection of Palestinian women in vulnerable situations in the West Bank by providing protection services, strengthening the capacities of the community networks and promoting public debate and reflection on gender equity (GO).

More specifically, the intervention has sought to increase the protection of women in vulnerable situations in the governorate of Bethlehem (SO), through the application of a holistic approach that has included the strengthening of capacities and knowledge of the population holder of the rights, responsibilities and obligations.

As a means to achieve the proposed objectives, within the framework of R1.1 "Improved protection services for women in vulnerable situations and survivors of gender violence in the governorate of Bethlehem", alliances and coordination with the services available to care for women survivors of GBV, psychosocial care services, legal advice and consultancy, accompaniment and representation in judicial processes for women survivors of gender-based violence (GBV), and actions have been carried out to strengthen the capabilities of professional teams and caregivers.

At the same time, within the framework of R1.2 "Increased knowledge and capacities of the community in the governorate of Bethlehem to combat gender inequalities and promote social transformation", awareness and training actions have been developed for training of community agents of change through actions aimed at the social networks, particularly young people. Likewise, considering the importance of the collectivization of efforts by the entire society to achieve gender equity and justice, within the framework of R1.3 "Promoted public debate and reflection on gender equity and social transformation in the governorate of Bethlehem and Valencia", advocacy actions have been carried out with society as a whole, including duty, responsibility and right holders.

Covid-19 pandemic led to a state of complete halt at the global and local levels and in various social, economic, political and cultural fields. The Palestinian society as well as the rest of the world, clearly suffered of the consequences and effects. Different local and international organizations have tackled the effects of the pandemic on women, children and society as a whole, especially in the areas of education and violence.

The political situation in Palestine led to deteriorating socioeconomic situation which increased during the latest years. This has increased during the past years through many practices that included; demolishing homes, confiscating land, political and administrative detention of men, women and children, and the deliberate killing of innocents. Also, the settlers' attacks on the people and their lands, burning and looting of property, the expansion of settlements and undermining the freedoms of the Palestinian people through travel bans, the fence erected on the lands of the Gaza Strip and the Judaization of Jerusalem.



Another affecting factor is the social patriarchy regime that is viable on daily basis and deepens the suffering of women, as it leads to gender-based violence and violence against women in social, economic, and political spheres. A survey conducted by the Palestinian Central Bureau of Statistics in 2019 showed that 29% of women reported experiencing violence by their husbands in the preceding 12 months. According SAWA<sup>2</sup> a Palestinian NGO, the abuse and violence, and specifically domestic violence from husbands, increased by 38% for females since the beginning of the lockdown. In Gaza, the Women's Affairs Center has reported an increase of violence against women, including verbal, physical, psychological, and sexual violence, resulting in increased fear, tension, grievance, and psychological stress. In Nazareth and other Arab towns in the 1948 territory, there has also been a marked increase of 20% in GBV-related incidents, compared to the same period last year.

A study was conducted by Yes theatre in 2021 about the impact of COVID-19 on the psychosocial status of the local communities in Hebron. They found out that the pandemic was difficult and had a negative impact on the psychosocial situation of the communities in the Hebron governorate. The most affected groups by the pandemic were the women, young people and elderly people. The psychological impact due to the fear of the pandemic was great and affected the physical wellbeing resulting in psychosomatic suffering among the respondents. Feelings of isolation, defeatism, inability to change, fear and anxiety and Obsessive Compulsive Disorder (OCD).<sup>3</sup>

During the years 2020 and 2022, it was clear that the domestic violence, GBV and violence against women increased dramatically in Palestine. This was one of the main reasons that led the Palestinian and international organizations to focus their interventions on the women and psychosocial support for them. Which is why there's an increased need among women for urgent support.

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<sup>2</sup> <https://sawa.ps/>

<sup>3</sup> <https://www.yestheatre.com/>



# vii. Evaluation criteria and questions: definition.

EVALUATION CRITERIA	EVALUATION CRITERION QUESTIONS FOR EACH	VERIFICATION SOURCES	INFORMATION COLLECTION TOOLS AND INSTRUMENTS	INDICATORS FOR EACH CRITERION	INDICTORS' RESULTS
RELEVANCE	<p>Does the project respond to needs identified by the actors involved?</p> <p>Do the objectives represent an adequate response to the initial situations?</p> <p>Is the alternative chosen appropriate?</p> <p>Does the project respond to needs identified by the actors involved?</p> <p>Does the intervention respond in each of its results to the lines of action of local policies, and does it fall within the framework of local policies, and do they fall within the framework of the IV Master Plan of the Generalitat Plan of the Generalitat Valenciana?</p> <p>Do the activities fit in with the priorities of the Generalitat Valenciana, generating significant synergies?</p> <p>Valenciana, generating significant synergies?</p> <p>Does the intervention correspond to the priorities and needs of the beneficiary population?</p> <p>Is the intervention in line with the priorities and needs of the beneficiary population?</p> <p>How have the priorities of the beneficiaries changed in the last 24 months?</p> <p>How is the intervention adapted to these changes?</p>	<p>Project Documents review – including reports</p> <p>Interviews results – with any supporting documents provided by the respondents</p> <p>Trainings pre- post questionnaire results</p> <p>Focus groups results - with any supporting documents provided by the respondents</p> <p>Survey results</p>	<p>Desk Review</p> <p>Interviews</p> <p>Focus groups</p> <p>Survey</p>	<p>The compatibility with the needs of the targeted population</p> <p>The compatibility with the MDPL and PWWSD strategies</p> <p>The compatibility with the national Palestinian strategies</p>	<p>In terms of relevance; the intervention was relevant to the needs of the targeted communities and beneficiaries, it also became deeply relevant after the COVID-19 pandemic, since both the Gender-based Violence (GBV), as well as, domestic violence has increased and was clearly detected among Palestinian families and beneficiaries interviewed. This was also relevant to the PWWSD strategies, which were linked to the Palestinian local strategies, and the strategies of the organization Movement for Peace (MPDL), which contribute to the achievement of the SDG #5 “Achieve gender equality and empower all women and girls”.</p>



	Are Palestinian development strategies and programmes being taken into account? Is the current Palestinian legislation on women's human rights being taken into account?	Social media reports			
<b>EFFICIENCY</b>	<p>Were the cost and time spent adequate to achieve the set results?</p> <p>Have the logistics been adequate for the implementation of the activities?</p> <p>Have the budgets been well defined according to the activities?</p> <p>What mechanisms were put in place to optimize human, material and financial resources? Were these implemented sufficiently in advance?</p> <p>Were the local partner's budget implementation mechanisms adequate and closely coordinated with MPDL? Has there been flexibility to adapt to changing implementation environments?</p> <p>Have the planned timelines and deadlines been reasonably respected?</p> <p>Are gender resources (capacities, staff, budget) adequate and sufficient to promote gender mainstreaming in the adequate and sufficient to promote gender mainstreaming in the project?</p> <p>Does the counterpart strengthen its capacity to carry out gender-integrated projects?</p> <p>How?</p>	<p>Project Documents review – including reports</p> <p>Interviews results – with any supporting documents provided by the respondents</p> <p>Trainings pre- post questionnaire results</p> <p>Focus groups results - with any supporting documents provided by the respondents</p> <p>Survey results</p> <p>Social media reports</p>	<p>Desk Review</p> <p>Interviews</p> <p>Focus groups</p> <p>Survey</p>	<p>The suitability of the resources with the actions (Time, budget, teams, logistics and other)</p> <p>The suitability of the professional capacities and expertise with the needs of the targeted population</p> <p>The suitability of the different partners' capacities and expertise to the intervention</p>	<p>The budget was adequate in comparison to the activities. MPDL and PWWSD follow up and monitoring team did a good job in planning and monitoring the budget of the project.</p> <p>The cooperation and voluntary efforts that were done by Bethlehem team helped in delivering extra services for extra number of women during the project implementation.</p> <p>The project action plan was well organized and well-monitored during the project implementation.</p> <p>The time that was used for the awareness raising sessions was enough for giving the required information that achieve the objectives of the project.</p> <p>The youth groups were very happy with the time that was given to them during the trainings, especially the camp and the training of trainers (ToT) A.2.4, A.2.5, A.3.4 and A.2.6 on leadership, gender concepts, equality, and women's role in peace and conflict resolution and Human Rights.</p> <p>The high turnover in the team, more specifically the program manager role affected the follow-up on a senior level. This affected the follow-up process of the project in a proper manner.</p>



					<p>The mismanagement reflected on the evaluation processes.</p> <p>The social worker's capacities are weak, and the field focal points are not well prepared for such sensitive interventions with the violated women and women survivors from GBV.</p>
<b>EFFECTIVENESS</b>	<p>Do the objectives represent an adequate response to the initial situations? Is the alternative chosen appropriate?</p> <p>Are the indicators of the objectives adequately formulated and have they been useful? Are the sources of verification reliable, timely and cost-effective? Has the specific objective been achieved taking into account the results included in the project?</p> <p>Are the objectives, results, activities and indicators of the actions developed in the field adequate to the specific reality and context of the intervention area?</p> <p>Have the results been achieved to the expected degree?</p> <p>Have the trainings been properly organized?</p> <p>What changes in the activities could have been made to better achieve the results?</p> <p>Were the planned hypotheses fulfilled?</p> <p>Has the context undergone changes that have significantly influenced the achievement of results and objectives?</p>	<p>Project Documents review – including reports</p> <p>Interviews results – with any supporting documents provided by the respondents</p> <p>Trainings pre- post questionnaire results</p> <p>Focus groups results - with any supporting documents provided by the respondents</p> <p>Survey results</p> <p>Social media reports</p>	<p>Desk Review</p> <p>Interviews</p> <p>Focus groups</p> <p>Survey</p>	<p>The percentage of achievement of the expected results and outcomes of the intervention</p> <p>The level of integration of all targeted groups – and percentage of reached groups among all the targeted groups</p> <p>The level of mainstreaming of men into the interventions</p> <p>Level of mainstreaming gender and human rights issues within the intervention</p> <p>Level of involvement of all stakeholders in the intervention and through which channels</p>	<p>Despite the difficulties the team implementing the project due to the COVID-19 pandemic, as well as, the planning errors and mismanagement, faced; the team was still able to succeed in achieving the main expected results of the project.</p> <p>The project's logical framework was adequately formulated; the team was helping, following-up, and monitoring the action plans hinged to the logical framework.</p> <p>Some of the indicators reported showed the fact that the project reached a higher number of beneficiaries than what was planned originally. At a first glance, this showed higher numbers reached which might translate to achieving more impact/ improved lives of the beneficiaries. However, thinking qualitatively, reaching higher number of beneficiaries does not necessary mean that, since the quality of services provided might also translate in lower quality and less impact on the lives for each individual beneficiary.</p> <p>Concerning the media campaigns that were conducted; it was apparent that the targeted areas didn't really receive any of media campaign content and information that should have been otherwise targeted towards them through the different social media channels approached.</p>



	<p>Are the most vulnerable sectors of the population included in the project? How?</p> <p>Are strategies and objectives identified to ensure that gender equity is effectively mainstreamed?</p> <p>Does the proposal promote greater equality of opportunity between women and men? women and men?</p> <p>Are obstacles for integrating women into the project foreseen?</p>				
<b>IMPACT</b>	<p>Have any effects or changes been observed on rights-holders (personal or in their relationships with others, institutions, partners, etc.)? Which ones?</p> <p>What has been the gender impact? Has there been any impact on the environment?</p> <p>Has an adequate impact been achieved according to the specific reality of each of the intervention areas of this project?</p> <p>Are there any negative impacts of the intervention and were they assessed in a timely manner to address them?</p> <p>Is it possible to quantify an improvement in the quality of life of women and men participating in the project?</p> <p>o Can women be harmed by the project (in the division of labour, access to and control of resources)?</p>	<p>Project Documents review – including reports</p> <p>Interviews results – with any supporting documents provided by the respondents</p> <p>Trainings pre- post questionnaire results</p> <p>Focus groups results - with any supporting documents provided by the respondents</p> <p>Survey results</p> <p>Social media reports</p>	<p>Desk Review</p> <p>Interviews</p> <p>Focus groups</p> <p>Survey</p>	<p>Level of achievements of project goals</p> <p>Level of difference that was left on the lives of the beneficiaries</p> <p>Level of difference on the ways and tools of interventions</p> <p>Level of change of policies and decisions made according to the interventions on the local and political levels – among decision makers</p>	<p>The project goal “Contribute to promoting gender equity and the protection of Palestinian women in a situation of vulnerability in the West Bank.” was successfully achieved despite all of the aforementioned difficulty aspects that we sensed throughout the evaluation process. The project contributed to promote gender equity and the protection of Palestinian women in a situation of vulnerability in the West Bank through the interventions that were conducted in Bethlehem Governorate.</p>



<b>FEASIBILITY AND OWNERSHIP</b>	What factors can affect sustainability: political priorities; economic, institutional, technological, socio-cultural or environmental factors?	Project Documents review – including reports	Desk Review	Sustainable issues related to systems adopted, policies, information dissemination, capacity building and decisions made.	The project itself, the availability of new comprehensive services, and the access to the location of PWWSO, contributes to the project's sustainability and makes it feasible to be replicated in the future.
	Have local capacities been developed?	Interviews results – with any supporting documents provided by the respondents	Interviews		
	What evidence is there that the changes the project has achieved are sustainable or tend to be sustainable?		Focus groups	Level of change and results and how sustainable will stay after the interventions	The beneficiaries reached a point where they feel happier, more positive, and aware of their rights, in which they will never give up on.
	What actions have been taken by the project to underpin sustainability?	Trainings pre- post questionnaire results	Survey		The shift of the minds of the violators and partners and families of the women who understood the rights of their women, and who were able to change their attitudes positively.
	Are the target group and the objectives of the action still a priority for the funders?	Focus groups results - with any supporting documents provided by the respondents		Level of changed capacities of the people providing the services	The positive change achieved through the community understanding of the women rights and GBV.
	Will the local partner have the resources to continue its actions without the support offered by the project?			Level of sustainability of support groups of women and how feasible they are in future	The trainees received the comprehensive information during the trainings and TOT A.2.4, A.2.5, A.3.4. This for was not only a sustainable change on the minds of the youth, but also a sustainable change in terms of knowledge dissemination to their peers, along with the fact that they are now using it in their professional and personal lives.
	What degree of leadership has the local partner had, and have they been autonomous in decision-making? (ownership)	Survey results		Level of sustainability of information and how will be used in the future	The fact that PWWSO did not take the opportunity to document the training material, nor make use of it in a training manual for future interventions is a huge concern.
	Will the target group have the capacity to sustain the benefits achieved?	Social media reports		How the project is promising and how will be replicated in future?	
	Has the position of women improved as a result of the project? Has it been intended to address practical or strategic needs so that women can make more decisions? Have men accepted the change in roles?			Lessons learned and unintended results and future lessons	The media campaigns' productions shall be taken into account as sustainable source of information for PWWSO even after the closure of the project.
	Will the changes be sustainable?				





<b>GENDER AND HUMAN RIGHTS MAINSTREAMING</b>	<p>How gender and human rights issues were mainstreamed within the intervention?</p> <p>What are the mainstreaming tools that were used?</p> <p>Which groups were targeted?</p> <p>How was the intervention compatible with the gender and human rights issues?</p> <p>What is the results intended and was it reached?</p> <p>What is the impact out of gender and human rights mainstreaming?</p>	<p>Project Documents review – including reports</p> <p>Interviews results – with any supporting documents provided by the respondents</p> <p>Trainings pre- post questionnaire results</p> <p>Focus groups results - with any supporting documents provided by the respondents</p> <p>Survey results</p> <p>Social media reports</p>	<p>Desk Review</p> <p>Interviews</p> <p>Focus groups</p> <p>Survey</p>	<p>To which extent were gender and human rights issues integrated in the intervention</p> <p>To which extent the discourse and terminology of gender and human rights issues are used and implemented</p> <p>To which extent do the targeted groups understand the issue of gender mainstreaming and human rights</p> <p>How gender and human rights terminologies are mainstreamed in the media products?</p>	<p>The core principle of that was adopted by the project team is the mainstreaming of Human Rights and Gender issues within the project framework interventions, terminologies and discourse.</p> <p>The project team made use of the activities, in order to mainstream the topics within the project. Through the written material, verbal communication, counseling and legal sessions, media and social media material and posts and through the awareness sessions and trainings.</p> <p>Most of the beneficiaries understood the terminologies communicated to them, many learned about their rights for having their children after divorce, or defending their inheritance rights.</p> <p>The project activities and approach were very compatible in hosting the use of human rights and gender mainstreaming terminology, discourse and implementation.</p> <p>The results of mainstreaming human rights and gender mainstreaming is the clear shift in the attitudes and understanding of the beneficiaries, their families and part of the people who used to violate the women and this was clearly stated in the impact section.</p>
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### **viii. Methodology used in the evaluation.**

This is a participatory approach evaluation that involved all project partners and stakeholders. A sample of the beneficiaries also participated in the process, which is very important for the compilation of information and results, and which helped in bringing all the information for a comprehensive and solid evaluation.

The evaluators followed the quantitative and qualitative approach “a holistic one”, following the four pillars of relevance (Relevance to the context and needs, relevance to PWWSD strategies, Relevance to national strategies and relevance to donor’s strategies).

The evaluation team conducted, in depth interviews, thematic focus group discussions and a survey in order to collect the data, following the random selection methods with a margin of 5% of error in order to gather reliable and valid information.

After the desk review analysis, we performed an examination to ensure that the set results of the project has been reached in comparison to the baseline of the indicators that were set. During the evaluation processes and from the phase of inception until the issue of the final report, the evaluation team took gender and human rights approaches into consideration, as crosscutting issues along the intervention.

The consultants of Deem Co. coordinated closely with the project team and donors in order to monitor the evaluation processes and to follow the required services and procedures. They followed the ethics of working with the stakeholders and professional ethics relevant to the issue of data gathering, security and safety of information, unbiased opinions, no touch policy, do no Harm, confidentiality, the Code of Conduct of and participatory approach. In addition, the consultants used references and citation when it comes to information gathering and mapping of the services provided.

Finally, the consultants asked the permission of the participants when registering the sessions, quoting some sentences and any other activities relevant to the assignment.

### **Incorporation of approaches based on human rights, gender and participatory.**

This evaluation included the mainstreaming analysis of gender and human rights approach. During conducting the evaluation activities the gender mainstreaming and human rights approach was analyzed during the analysis of all DAC criteria sections. A special section was dedicated for the human rights and gender mainstreaming through the inception report, within the evaluation tools and in the evaluation report.

### **Participation of interest groups and the target population.**

The table below shows the planned action and numbers for the participation of the interest groups within the evaluation activities: the selection of the samples and the total number of respondents is according to the 5% margin of error according to the following link: <https://www.checkmarket.com/sample-size-calculator/?population=120&margin=5&confidence=95&response-rate=.20> <sup>4</sup>

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<sup>4</sup> Please refer to the annexes for the to see the actual number of stakeholder respondents



<i>Stakeholders</i>	<i>Total Number</i>	<i>Interviews</i>	<i>Survey</i>	<i>Focus Groups</i>
Women in vulnerable situations and / or survivors of violence in the Bethlehem governorate who are users of care and protection services (psychosocial)	414 women and their families	11 women	200	0
Women in vulnerable situations and / or survivors of violence in the Bethlehem governorate who are users of care and protection services ( legal)	233 women and their families (115 out of them received phone call consultations.	Same 11 women as above		0
Women in situations of vulnerability and / or survivors of violence in the Bethlehem governorate who receive legal support in judicial processes related to gender violence	104 women	Same 11 women as above		0
Women in situations of vulnerability and / or survivors of violence in the Bethlehem governorate who participate in Women Support Groups	32 women	Same 11 women as above	0	0
Professionals in social intervention who receive training in gender perspective and gender equality	23 people (17 women and 6 men)	0	0	0
Professionals who participate in the annual care days for caregivers	30 people (18 women and 12 men)	0	0	
Young people trained to act as potential community agents of change to promote gender equality	16 people (12 women and 4 men)	3 (1 women and 2 man)	0	14
People from the communities trained in gender equality, gender violence, psychosocial health, human rights and women's rights	100 people (60 women and 40 men)	0	0	60
Young people sensitized on gender equality	32 people (47 women and 63 men)	0	0	0
Holders of responsibilities and obligations of the governor of Bethlehem who have participated in spaces for reflection on gender equality	20 people (12 women and 8 men)	0	0	0
People participating in the awareness-raising activity in Valencia Community	50 people (30 women and 20 men)	0	0	0
People sensitized through the advocacy campaign on gender equality in the media	4,000 people (2,400 women and 1,600 men)	0	150	0
<b>Total Achieved</b>		12 women and 2 men	317	74

## Data collection and analysis

### Initiation

- Kick off Meeting with the management of MPDL and PWWSD and the project team through which all the aspects and the level of information were discussed. The kick off meeting was conducted on December 7, 2021, in participation of Admin and Financial Coordinator, PWWSD Programs Manager and the team of evaluation of Deem Co.
- Desk Review for all project documents and relevant sources of information was done, including the analysis of the; logical framework, project proposal, semiannual and annual reports, mid-term



evaluation and all other available Monitoring, Evaluation, Accountability, and Learning (MEAL), and management reports.

- The inception report was developed to decide on the tools, dates, period, the selection tools and Power point presentations, as well as, any other tools that will be used. The final inception report was sent and accepted on December 18, 2021.

### **Field Work (conducted between December 13, 2021 and January 16, 2022)**

- In depth interviews were conducted with the project team and MPDL and PWWSD management. This included the directors in West Bank and Gaza strip (one Coordinator who participates in writing the project final report); the project coordinators and teams were be also interviewed. During the interviews; the respondents were asked different questions reflecting the DAC criteria, gender and human rights mainstreaming, and the challenges and gaps they faced, also; were asked for success stories and recommendations for the upcoming phases.
- In depth interviews were conducted with the different stakeholders and project partners. They were (Rights Holders); the women survivors of GBV and their family members who received legal and psychosocial support, women involved in support groups they were 11 interviewees. In addition, interviews were conducted with (Responsibility holders); services providers who were involved in capacity building and other service provision activities and (Obligation Holders). During the interviews, every organization representative/ person and/or committee were given the chance to provide important information concerning the project's achievements. In order to measure the project's effectiveness, efficiency, relevance, as well as, unravelling the main weaknesses and strengths, how the project activities were carried out, what challenges it faced, the gaps it had, along with the lessons learned and future recommendations. The evaluation team of Deem Co. worked diligently and continuously during the evaluation period, and communicated as smoothly and boldly as possible with the PWWSD organization to get the entire projects' supporting documents and success stories, so that the evaluation can be comprehensive and covers all details to ensure better outcomes and impact in the future implementation of this intervention.
- Thematic focus groups (6 FGDs) were conducted with a sample of beneficiaries who received awareness raising sessions including: the women exposed to GBV, the women involved in the support groups, the families of the women, the young people and service providers, decision makers, people who were trained and any other involved stakeholders.
- A survey was disseminated among the beneficiaries and involved partners of the project. They filled them in hard copies (depending on the capacities of the respondents) and those forms were analyzed on SPSS. the analysis resulted in quantitative information that fed in and supported the qualitative results.

### **Reporting**

- Developed and provided the first draft of the evaluation report.
- A presentation was prepared for MPDL, the team of PWWSD, to show the evaluation results and to have feedback and requests for modifications.
- In the process of receiving the feedback, incorporated comments and information modification took place accordingly.
- The final report, together with a translated and edited report (in English and Spanish) will be provided, respectively.



#### ix. Conditioning factors and limits of the study carried out.

During the evaluation processes the following difficulties were faced:

1. Part of the beneficiaries refused to be interviewed and this made the job of the coordination with the cases more difficult. This decreased the number of interviewees according to the inception report and plan, and this led the evaluation consultants to increase the number of focus groups instead.
2. During the focus groups and due to the long-time laps between the awareness sessions and the evaluation; people were not able to remember the material and information they received. This caused a difficulty to gather the information and affected the findings of the evaluation.
3. Three focus groups were conducted with almost the same people. This was discussed with PWWSD and they informed us that these are the people who approved to contribute and they could not any other beneficiaries to participate for the evaluation's sake.
4. Many of the interviewed women were in need for extra support, this resulted in bothering and made the evaluation processes difficult ; for example; one of them threatened to commit suicide and this was immediately reported to PWWSD for urgent intervention, and another case was frustrated during one of the focus groups and needed immediate help. This also was an obstacle, since; the consultants' roles shifted from the evaluation into emergency interventions with the cases, and they were obliged to do so from an ethical point of view.
5. The coordination processes from PWWSD side were very slow and inefficient most of the time. This hindered the evaluation processes for a while and affected the information gathering process.
6. The questionnaires were not distributed properly nor were they elaborated for the beneficiaries who had to respond to them even though; Deem Team explained them to the team of PWWSD, to the point that contradicting answers were found, and this meant that the respondents did not understand the questions; and this means that the process of questionnaires' distribution was not well supervised. The total number of questionnaires which were received by the evaluation team was 317 while the proposed number in the inception report was 556.
7. Apart from the youth groups, men were not included in any of the evaluation activities carried out, which doesn't achieve one of the main objectives of the evaluation, nor does it proof whether or not men were targeted during the life of the project.

#### 4. Analysis of data

The evaluation methodology included quantitative and qualitative data collection tools and analysis, which can be summarized as follows:

- a) Interviews with project partners and implementers' (9 interviews), interviews with women survivors of GBV who received legal and psychosocial services (11 interviews) were conducted. Such interviews included the DAC criteria indicating questions, gender and human rights questions and other relevant questions related to each kind of stakeholders. The interviews were in depth including open questions.
- b) Thematic focus groups (6FGDs) with different people who received the awareness raising sessions were conducted. The focus groups included questions and discussions related to the DAC criteria indicators with the integration of the issue of gender and human rights. Each focus group included around 12-15 people who received awareness and were selected according to the numbers mentioned in the table above.



- c) Survey was distributed and 317 were received, and this tool provided quantitative information that was gathered from the respondents. This survey was used to cover the DAC criteria and the level of own opinion of the beneficiaries and stakeholders, in addition to measuring the level of gender and human rights mainstreaming. At the same time this survey supported the qualitative data that was gathered during the interviews and focus groups. SPSS analysis was done and the results are shown under the analysis section below.

## Data analysis methods that were used

1. Qualitative analysis: this kind of analysis for the qualitative information was gathered during the interviews and focus groups. A gathering for all the answers of each question and topic was done in order to have the consensus of the answers without ignoring the different ones. The qualitative analysis included the findings, unintended results, lessons learned and sustainable issues to be taken into consideration.
2. Quantitative analysis: the survey provided a lot of quantitative information that was analyzed using the SPSS and data analysis on excel sheets with charts and diagrams of the results.

## 5. Findings

The findings below show the results out of the evaluation using the qualitative and quantitative information gathered, according to the preset evaluation questions and indicators.

### Relevance

This project reflects the mandate, since it combines between economic empowerment and advocacy interventions and the core program, which responds to Gender-based Violence (GBV). It includes different interventions, which make it unique and comprehensive, this is one of the PWWSD unique points in providing psychosocial support services, and the necessary legal services, and this complies with the strategic intervention plan for GBV and eliminating all forms of violence and discrimination against women and girls.

This project uniquely targeted the region of Bethlehem governorate. It included a comprehensive set of interventions as a response to the needs of the targeted population and especially women. In accordance to the needs assessment report that conducted as a baseline assessment for the project.

During the evaluation processes, it was found that there was a huge need for support and help for the violated women in Bethlehem area. Such needs increased during the COVID-19 pandemic, which came in coincidence during the beginning of the project, and this doubled the burden on the teams of PWWSD and led them to find alternative tools such as turning to providing the services through virtually, to meet the needs of the women.

Regarding shifting the understanding of men towards GBV and Women Rights, this intervention came also to help in shifting the minds of the people of the targeted communities and especially men. This can be seen through the male participants in the youth groups who were in need for understanding the issues of human rights, women rights, and GBV issue. The project was a helping tool for those young men and women.

The project succeeded to in covering the fees of the legal services provided, which are needed the most by the violated vulnerable women, in other words, the project funding took care of the fees of the services provided – the women beneficiaries had to pay minimal or symbolic fees. Another important element of the program is the fact that women who could afford the fees helped other women who could not. This improved the chance to target and help more of the targeted group, so that they can get the legal support services, which is a model



highly focused on the social solidarity principle and communal sharing<sup>5</sup>, in other words the project beneficiaries were able to help themselves. Furthermore, during the project implementation the budget has been modified to include the cost of the legal services provided. This helped in removing the financial hurdles that the women faced as they were defending their rights, for example, covering the expenses of hiring a lawyer to take care of their needs. This also has made a huge impact in resolving many of the women's cases who suffered from inequality and GBV.

Regarding the national strategies and context, the project contributed to the national interventions related to the protection of violated women and the shift of awareness of targeted groups, this was through the collaboration and coordination with the family protection and gender units in the police stations, the Palestinian Ministry of Social Development and the governorate of Bethlehem. PWWSD built strong and long-term relationships and networks with the different Palestinian players who have the mutual strategies related to women rights and GBV interventions, this includes, the Ministry of Women Affairs, the Ministry of Interior and the Ministry of Social Development. Moreover, PWWSD has strong associations with the relevant decision makers and partners in Bethlehem Governorate and those who are in close contact with the violated women, such as; the family protection units and gender units in the different directorates in Bethlehem area, the governorate and municipality of Bethlehem, the local NGOs supporting the women and defending their rights. All this facilitated to the contribution and facilitation of implementing the national and local strategies.

On a global level and through the long-term relationship and cooperation between MPDL and PWWSD, the project's approach was successful in combining the PWWSD strategies together with the local strategies along with MPDL strategies to achieve the global SDGs. The project goal "Contribute to promoting gender equity and the protection of Palestinian women in a situation of vulnerability in the West Bank." aligned with MPDL strategy number 2.2: "WOMEN'S RIGHTS" which includes the three goals "2.2.1. Promote the empowerment of women in all fields and their access to all resources. 2.2.2. Promote access and equitable participation and rights of women in all areas of human development and 2.2.3. Eliminate all forms of discrimination and violence against women and girls in the public and private spheres." This leads to the contribution to achieve the SDG number 5, which is "Achieve gender equality and empower all women and girls."

In conclusion, the project interventions are relevant to the needs of the local population in Bethlehem Governorate. Especially with the combination of the topics, and strategies of PWWSD as a project implementer. Those include:

- "Eliminating discrimination against women and girls by combating gender-based violence within Palestinian society and promoting women's peace and security in accordance with international human rights laws and agreements"
- "Empowering Palestinian women and girls on individual and collective levels to be deeply engaged in all decision-making processes that affect their lives and communities"
- "Development works to advocate for women's rights to peace and security on global and regional levels".

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<sup>5</sup> Smith, Christian and Sorrell, Katherine, *On Social Solidarity, The Palgrave Handbook of Altruism, Morality, and Social Solidarity*, pp 219-247, Vincent Jeffries 2014





The Palestinian Working Woman Society for Development (PWWSD) holds several advocacy activities on the local level, which contribute to the national goals related to the Palestinian Ministry of social development goals. Those include:

- Combating poverty, providing assistance and services to vulnerable and marginalized groups
- Strengthening and expanding the social security system and improving the efficiency of human cadres
- The Palestinian Ministry of Women Affairs strategy
- The Strategy for Strengthening Justice and Gender Equality in the Framework of the National Development Plan (2017-2022)

All of this is linked to MPDL objectives, which contribute to SDG number 5 on a global level.

In terms of relevance; the intervention was relevant to the needs of the targeted communities and beneficiaries, it also became deeply relevant after the COVID-19 pandemic, since both the Gender-based Violence (GBV), as well as, domestic violence has increased and was clearly detected among Palestinian families and beneficiaries interviewed. This was also relevant to the PWWSD strategies, which were linked to the Palestinian local strategies, and the strategies of the organization Movement for Peace (MPDL), which contribute to the achievement of the SDG #5 “Achieve gender equality and empower all women and girls”.

## **Efficiency**

### **Cost**

The results out of the evaluation activities showed that the project budget was adequate in comparison to the activities. MPDL and PWWSD follow up and monitoring team did a good job in planning and monitoring the budget of the project. There was an excess in some of the budget lines that caused a shift in the way of implementing the activities and this was due to COVID-19 pandemic, which led PWWSD to cancel the physical activities and approach the virtual tools as much as they could.

This excess in budget was apparent in the trainings’ budget and individual counseling and legal sessions. Some of the legal cases needed less budget than expected and this gave the lawyer the space to help extra cases when there was extra budget to be used. In addition to the fact that the team were cooperative, wise, and they gave the priorities for the poor cases, while there were cases who could afford the legal payments. This gave the chance to deliver more services for women who are poorer, which increased the number of the women who received legal services.

The cooperation and voluntary efforts that were done by Bethlehem team helped in delivering extra services for extra number of women during the project implementation. This was clear during the interviews with the team who dedicated their time during the COVID-19 pandemic to help the targeted women through the phone and other virtual tools.

It was clearly mentioned that the needs of the women and the need for long-term interventions were essential to be dealt with. During the interviews and focus groups with the beneficiaries, the results showed that there is extra time needed for the people and especially for receiving psychosocial support. During the interviews, many cases showed the need for long-term interventions on psychosocial level and they need extra interventions. The cases are still being followed-up with or referred to through other organizations, which can be considered as plan B, even after the closing of the project.

The legal cases are being followed-up by the lawyer, but when it comes to legal expenses, which are sometimes not affordable by the cases, and since they are above the capacities of the lawyers after the closing of the project; they will not be able followed-up with properly, unless new sources to cover their expenses are found.



## Time

The project action plan was well organized and well-monitored during the project implementation. The team of PWWSD were proactive and reorganized their action plans and efforts especially during the COVID-19 pandemic. They used the hybrid system; since there were activities that could be implemented online and they did not stop working online during lockdown, and there were activities that had to be implemented physically and were postponed until courts and organizations were open again.

The media campaigns and due to the COVID-19 pandemic were postponed during the first year of the project. Only one campaign was conducted during the first year, while campaigns 2 and 3 were merged and conducted during the second year on the same topic “Family Protection Law Campaign” and the third one was conducted during the second year.

The time that was given to the legal and psychosocial services was enough in terms of sessions and follow-up. Some of the cases are still in need for extra time to cover their needs such as legal follow-up and psychosocial support, since such cases need extra time on a long-term basis to heal from their traumas and be to move forward with their lives.

The time that was used for the awareness raising sessions was enough for giving the required information that achieve the objectives of the project. However, since the project’s time-scope was limited; the main project beneficiaries were left after two years without any proper follow-up in the field, which led to having them forget the information. This was reflected throughout the evaluation, since the beneficiaries needed to be reminded in with the information they have received from the sessions, which were conducted throughout the life of the project. In some partnering organizations such as Duhesheh group, and due to the follow up of Ibdaa center.<sup>6</sup> Interviewed beneficiaries were exposed to similar knowhow in the area human rights and GBV, via regular sessions conducted by other players and similar projects. This caused a confusion among the interviewees as they are very aware of women rights and gender based violence issues, but from other players/projects, not necessarily PWWSD. In this case the evaluation consultants were not able to admit that this is an impact that resulted specifically by the project.

The youth groups were very happy with the time that was given to them during the trainings, especially the camp and the training of trainers (ToT) A.2.4, A.2.5, A.3.4 and A.2.6 on leadership, gender concepts, equality, and women’s role in peace and conflict resolution and Human Rights. They agreed that the time that was given for the trainings was enough but they needed extra sessions. They are currently not active after the project completion, and they asked for extra services to be delivered. Not to mention, that the training material they received is still no accessible for them to further use, which were one of their main concerns, that they needed the material so that they can further study the material and provide the trainings in the future.

## Team and organizational structure

The high turnover in the team, more specifically the program manager role affected the follow-up on a senior level. This affected the follow-up process of the project in a proper manner. This was revealed during the interviews with the management and was evident in the follow-up through the reporting inside PWWSD. There

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<sup>6</sup> Interview 06.01.2022. People from the communities trained in gender equality, gender violence, psychosocial health, human rights and women's rights. Dhesheh Camp



was a lack of information related to the pre – post questionnaires for the trainings, incident report, success stories, and periodic reporting.

The mismanagement reflected on the evaluation processes. There was a difficulty in receiving proper follow-up, and the flow of information was difficult during the evaluation processes. It clear that there was a no smooth communication, huge mismanagement, and disorganization between PWWSD Ramallah and Bethlehem offices, which holds the senior management of PWWSD accountable in terms of proper management, coordination, and communication.

The selected lawyer and social worker were very helpful to provide their services directly to the beneficiaries, and they are still active and working sometimes on voluntary basis. The social worker's capacities are weak since the beneficiaries needed deeper interventions from professional psychologists and not project coordinators who we experienced them to be less competent for this role, the includes people who were considered social workers. Not to mention, that social workers received supervision, but we were not able to interview their supervisors to learn why they were still not qualified, since the supervisors left PWWSD and they refused to be interviewed for the evaluation of the project.

During the evaluation process, it was found that the field focal points are not well prepared for such sensitive interventions with the violated women and women survivors from GBV. This was clear since there were two cases, which were detected who are in need for urgent interventions. One case threatened to commit suicide during the interviews of the evaluation. Where the evaluation team immediately took action and formally reflected this incident to PWWSD for urgent interventions. In the course of the fieldwork, the evaluation team faced an incident where one of the beneficiaries' participants in the focus groups was forced by the field focal point to talk about her situation in a forceful and an unprofessional manner. This caused one of the interview participants to collapse immediately, which pushed the evaluation team to divide into two separate rooms to carry out the interview successfully. One of the evaluation team members continued the interview with the FG, and another member of the evaluation team conducted a debriefing session with the special case, in order to help her calm down and understand her needs.<sup>7</sup>

As subject matter expert evaluators, one can see that the field workers were neither as qualified nor fully well prepared to deal with the cases. This also showed that they were not properly selected as professional enough to deal with such sensitive scenarios.

The deficiencies in the qualifications of the selected team revealed during the evaluation processes give the conclusion that rethinking and restructuring the selection of the team is an urgent matter that should be tackled properly in the upcoming phases of the project, in order to make the interventions of the project as successful as it is supposed to be.

## **Tools**

As it was mentioned and due to the COVID-19 pandemic; the team were proactive and used the hybrid system between physical and virtual tools for the implementation of the activities and in order to achieve their action

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<sup>7</sup> Interview 06.01.2022. People from the communities trained in gender equality, gender violence, psychosocial health, human rights and women's rights. Artas Village Municipal Council



plans. This helped in maintaining the project activities and in providing proper implementation. Sometimes this led to excess in budgets that were used for extra work such as dealing extra cases.

Among Bethlehem team, a proper follow-up process was conducted in terms of reaching the people in the field and working with the beneficiaries. The activities were delivered smoothly in the field. PWWSD team in Bethlehem were working closely with the focal points in the different areas and used their full capacities, time, and resources to the maximum, in order to reach and to deliver the activities and services towards them on time.

The trainers who were selected for training the young people and who conducted the ToT A.2.6 for them were properly selected and they were very helpful. Many of the interviewed trainers were positively impacted by the attitudes of the trainees, which was clearly revealed during the focus groups and interviews with them.

### Effectiveness

Despite the difficulties the team implementing the project due to the COVID-19 pandemic, as well as, the planning errors and mismanagement, faced; the team was still able to succeed in achieving the main expected results of the project. The project's logical framework was adequately formulated; the team was helping, following-up, and monitoring the action plans hinged to the logical framework.

The project's specific objective has been achieved. This was clear according to the measured indicators, which show the level of achievements. The project contributed to an increase in the protection of women in situations of vulnerability in the governorate of Bethlehem. This was proved through the different evaluation activities and achievements reported after conducting the interviews and focus groups, through which; the beneficiaries expressed their gratitude and happiness for the achieved results.

Some of the indicators reported showed the fact that the project reached a higher number of beneficiaries than what was planned originally. At a first glance, this showed higher numbers reached which might translate to achieving more impact/ improved lives of the beneficiaries. However, thinking qualitatively, reaching higher number of beneficiaries does not necessary mean that, since the quality of services provided might also translate in lower quality and less impact on the lives for each individual beneficiary. It obvious, that PWWSD team increased the quantity and compromised on the quality of results achieved. For example; the huge number of beneficiaries who received the psychosocial services showed that the use of virtual tools during the COVID-19 pandemic were key in conducting a higher number of sessions and helping more of the audience targeted by the project. Not to mention, there were a huge demand for the psychosocial sessions, especially during the pandemic, since domestic violence and GBV was on the rise. However, due to the limited number of team members in Bethlehem office; the cases received has not been dealt with properly nor was there followed-up for the cases. In other words, more cases were received but none were adequately supported, that translated in a lower quality of service.

"Wenn schon, denn schon" is a German quote by Arnold Schwarzenegger, which means "If you're going to do something, then do it properly". If PWWSD decided to reach out to more people in need of their services "increasing the quantity of people", then they should be able to help them properly "provide them with quality services", professionally and enthusiastically. They cannot reach more cases and leave them half way through to suffer.

Related to the expected result about improved care and protection services for women in a situation of vulnerability and survivors of gender violence, in the governorate of Bethlehem, and through the evaluation processes and activities; it was clear that the project provided improved services for the women who needed them. The selected areas and women were in need for such improved services and the beneficiaries expressed that such services were not found in Bethlehem governorate before the intervention. Some of the beneficiaries



admitted that they reached to PWWSD office in Bethlehem who finally helped them. Confessing that they sought such services through other organizations, which unfortunately could not help them. Many of the interviewees were very happy for the availability of the support services provided, acknowledging that the services were easily accessible from the surrounding areas of Bethlehem region, and the fact that the fees of acquiring such services were covered by the project-funding scheme. Thus removing any financial hurdles, which the beneficiaries may have faced. One example of the interviewed beneficiaries she I assigned a lawyer through the help of PWWSD office in Bethlehem, where they covered the fees. She was divorced for years without getting any of her rights, which were her rights to take her children and have their father to support them financially. Through the help of PWWSD, she was able to get her rights for child custody.<sup>8</sup>

The project is unique in nature, especially in the fact that it served the geographic region of Bethlehem governorate. The inclusivity of the services' provided and activities carried out was another success factor of the project, since such unique services were not available previously in the region of Bethlehem, which further proves that the first expected result of the project was successfully achieved.

As for the second expected result "R2: increased knowledge and skills of the community fabric of the Bethlehem governorate communities to combat gender inequalities and promote social transformation", after conducting the evaluation we can conclude that it was somehow achieved. After all, the achievement was not very well expressed by the community members, that can be hinged to the fact of the long-term absence of the team to the cases they reached out to "targeted beneficiaries" in the beginning of the project—That created a gap and weakened flow of information, and sluggish communication, since the goal of "raising the communities' awareness" was left to the focal points, who could not properly work with the cases nor achieve the desired outcomes accurately. Moreover, the long absence "activities done at the beginning of the project and after COVID-19 pandemic with a one year gap in between" led to the fact that the targeted beneficiaries lost most of the information and services provided, and lower momentum to keep continued support for the cases, in order to achieve the project's outcomes and impact desired.

Related to the youth groups; it was more evident that they benefited from the trainings and awareness that they received. The trainings left a positive effect on the targeted youth groups, since they received the trainings on longer periods, especially those who received the ToT A.2.6 . This contributed to the achievement of the second expected result R2. Targeted youth groups expressed their understanding to human rights, women rights and GBV. Moreover, they were very keen to receive trainings in the topics with in the same methodology, which they found exciting and creative. They young expressed their interest to coordinate and collaborate with PWWSD to offer the trainings they received and help people who need such awareness, however PWWSD are not cooperating claiming that the project has ended. Besides, trained youth groups complained about not receiving the training material so that they can study the material and be able to conduct trainings accordingly.

Concerning the media campaigns that were conducted in relation to the second expected result; it was apparent that the targeted areas didn't really receive any of media campaign content and information that should have been otherwise targeted towards them through the different social media channels approached. During the focus groups and individual interviews, the people were asked about whether they have received information

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<sup>8</sup> Interview 06.01.2022. People from the communities trained in gender equality, gender violence, psychosocial health, human rights and women's rights. Alkhader Camp.



of the media campaign, via social media or through the banners, or the taxi initiatives. However many of the respondents confessed all information disseminated and knowledge transferred was only through the direct outreach of PWWSD and its partnering organizations for example some women were informed about the project by Ibdac Center or by Thabra Community Center and were not reached by the social media platforms. It seems that the social media team did not spot the targeted areas precisely, as per the project's media campaign plan. It was clear that the media team made a remarkable effort in reaching out the population of Bethlehem city and achieve the planned activities of the media campaign. Still, the targeted population of the project were not posted with the various media tools used. To conclude this point, the media campaigns results according to the project reports show success, but in reality the targeted audience reached was not inclusive. This can be attributed to the fact that the specific target audience was not selected accurately to include the whole governorate of Bethlehem including marginalized areas that the project sought to reach.

The expected result number three respecting "R3: Promoted public debate and reflection on gender equity and social transformation in the governorate of Bethlehem and in the city of Valencia"; was covered by the team of PWWSD. The debate sessions, videos, banners, and media campaigns helped in promotion of the public debates. The collective personalities and influencers invited to participate in the debate sessions and media, were well selected and appropriately involved. Hayat personality, which was innovated during the project was a great hit and achievement. It helped in promoting the public debates. This was proved through the high number of reach, as well as, the engagement on social media. Moreover, this revealed the high level of involvement and debate on local level.

The fact that the three media campaigns were conducted in one year in 2021, made a huge debate and impact on the societal level in the area of Bethlehem. Some of the productions including the videos produced by the beneficiaries, were further disseminated by the youth groups, which translated in a great positive change and impact.

## Impact

The project goal "Contribute to promoting gender equity and the protection of Palestinian women in a situation of vulnerability in the West Bank." was successfully achieved despite all of the aforementioned difficulty aspects that we sensed throughout the evaluation process. The project contributed to promote gender equity and the protection of Palestinian women in a situation of vulnerability in the West Bank through the interventions that were conducted in Bethlehem Governorate.

In general, the project has positively affected the targeted beneficiaries in Bethlehem area and the targeted surrounding marginalized areas, on many different levels. The beneficiaries' and their families, as well as, local communities' improved their understanding of women rights and GBV. Youth groups achieved a positive transformation since they received the ToT A.2.6 sessions that included information that they most needed to create and sustain a positive impact in the area of human rights, gender equality and GBV.

The interventions implemented through PWWSD has positively impacted many cases of GBV; those helped targeted people, vulnerable women specifically, transform their lives through becoming them becoming aware of their basic human rights and act upon them in a structured manner, to free themselves from gender inequality and GBV. For instance, some of the interviewed cases expressed how their lives changed in a positive way, they could stand for themselves using the different training techniques that has been provided to them through the coaching sessions by the PWWSD team, especially; those who received the legal and psychosocial support. For example; one of them found a job after she was jobless and she is now independently living with her daughter, another women is developing herself through trainings and capacity building. Some of the women were happy





with the results of the interventions, as they were free from the inequality they were received for years long before the intervention has taken place. Through the evaluation of the project, most of the sample beneficiaries expressed satisfaction, the feeling of being content, and happiness. They were able to think positively, find solutions to their problems, and move forward in their lives. Some are already in the process of leading positive and happy lives free of violence and inequality.

The team of PWWSD also supported the families of the beneficiaries. This was proved during the evaluation since; those families were able to facilitate the services provided through coordinating with the PWWSD office. Many of the women interviewed in the evaluation expressed that their families provided them with the support “psychosocial and legal” they needed through PWWSD team. For example, one of the cases was an early marriage case, a girl in the tenth grade who got married and divorced after year, they helped her get back to her education and go on to live her life properly, she’s currently pursuing a university degree. This is one of the success results that if replicated will help achieve the long-term vision we seek in the future. According to Somani, Educating a girl not only improves her life, but also the lives of her family, community and society. Denying girls their right to education, keeps many societies in the dark and at a disadvantage. Education provides relevant knowledge and skills for girls to better understand and deal with life challenges. Education involves social interaction, which not only allows girls to feel that they are not alone, but also to feel well supported by their peers and teachers/educators. Educated girls tend to marry at an appropriate age, eventually decreasing the number of child marriages and health problems. Education is the most sustainable way to address global challenges like poverty, health issues, ignorance, lack of tolerance and conflicts, among others.<sup>9</sup>

The difference in understanding the rights of the women by the women (beneficiaries) and their families was clear. The shift in thinking, attitudes and understanding of the women rights among the targeted communities was a huge change. Women interviewed clearly confessed how they are now able to deal with scenarios of inequality or GBV. They started saying no to certain behavior imposed but violators “mainly their husbands or mother in law”.

In some cases, a shift on the partners or people harmed the lives of the women. In many cases and through the intervention that was conducted; the team of PWWSD used the family counseling approach in order to avoid the divorce and come up with solutions between the women and their partners. This was also clear through different cases that were mentioned, since they were very happy with the results of the intervention. This shows also that the team was very wise in handling the cases, since the team practiced positive attitudes to reach better results with the cases, which led to creating an overall positive change on many levels, the women, their families and society.

Some of the violating partners were stopped from violating and threatening the women and this was due to the leadership roles played by the lawyer and social worker, who were able to professionally deal with the violators through strategically analyze their behavior and make them stop GBV and women threatening.

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<sup>9</sup> Somani, Tabreek, Importance of Educating Girls for the Overall Development of Society: A Global Perspective, Walden University, LLC, Minneapolis, MN, Journal of Educational Research and Practice 2017, Volume 7, Issue 1, Pages 125–139 Aga Khan Academy, Mombasa





The positive impact of the communities was evident, but it was not clear that this shift of understanding and positive attitudes related to women rights and GBV was due to the project interventions or if there were other players who contributed to this positive shift.

A very important impact was left on the lives of the young people who participated in the trainings and TOT. Those young people expressed the impact that occurred on their lives. Some of them benefited from the trainings and used the information in their educational and professional paths. Others admitted that they changed their attitudes and understanding after they received the trainings; they compared their lives and attitudes before receiving the information and after the intervention. Some of them showed their willingness to share their expertise and contribute to social change because they understood the importance of the topics they were coached in. Some of the youth groups also asked for further information, since such topics are very relevant to their educational backgrounds and professions.

### **Feasibility and Ownership**

The project itself, the availability of new comprehensive services, and the access to the location of PWWSD, contributes to the project's sustainability and makes it feasible to be replicated in the future. PWWSD office in Bethlehem governorate became a very well known address for those women who would like to seek the different legal, psychosocial and awareness raising services. PWWSD reputable achievements among their beneficiaries, makes their activities and impact sustain for now and the future. It is highly recommended that PWWSD plan strategically to keep this reputation, through maintaining and developing the teams and the services provided. This is key and a huge opportunity for PWWSD to expand the project and make it centralized in the south of West Bank, which is a very vulnerable area that typically needs the collective interventions, which were provided in the project.

The main issue that proofs feasibility and ownership is the sustainable positive status of the beneficiaries, who reached a point where they feel happier, more positive, and aware of their rights, in which they will never give up on. They understood how to defend their rights and stand for themselves to protect those rights. This positive shift on the lives of the beneficiaries is a main sustainable issue that has to be pointed out.

Another positive sustainable issue is the shift of the minds of the violators and partners and families of the women who understood the rights of their women, and who were able to change their attitudes positively. It was clear during the interviews with the women that part of the violators already shifted their attitudes positively and this is a very important issue; since they will at some point, share their stories with their peers and surrounding community, which will leave indirect impact and spread by word of mouth "Spreading information through verbal communication".

The positive change achieved through the community understanding of the women rights and GBV, especially the community members who received the awareness and media material, which has been exchanged via different media productions; is an obvious sustainable change that occurred on the local communities in Bethlehem governorate on many levels; the decision makers, the partnering organizations, working teams and grassroots.

During the evaluation activities; the issue of the trainings was explored and this included two issues; on the level of trainees and youth groups, it is clear that there is a sustainable change that occurred on the understanding of the trainees who received the comprehensive information during the trainings and TOT A.2.4, A.2.5, A.3.4. This for was not only a sustainable change on the minds of the youth, but also a sustainable change in terms of knowledge dissemination to their peers, along with the fact that they are now using it in their professional and personal lives.



Nevertheless, there were some weaknesses in terms of sustainability. The fact that PWWSD did not take the opportunity to document the training material, nor make use of it in a training manual for future interventions is a huge concern. There is a clear lack of documentation, archiving related to the training material, and that adversely affected the sustainability of the training and awareness raising activities that has been carried out throughout the project. This even hindered the project evaluators during the evaluation since we could not read the training material nor find the pre-and post- questionnaires used during the trainings. PWWSD needs to take good care in this regard, as we will talk in more details about in the recommendations section.

The media campaigns' productions shall be taken into account as sustainable source of information for PWWSD even after the closure of the project. The posters, social media products, videos, posts, spots and Hayat persona are still present, and shall be used whenever there is an opportunity to use them. PWWSD has to make the best benefits out of this material for future interventions.

### **Gender and Human Rights Mainstreaming**

The core principle of that was adopted by the project team is the mainstreaming of Human Rights and Gender issues within the project framework interventions, terminologies and discourse. This was evident through the interviews and focus groups with the beneficiaries and the working team. Most of the respondents used the terminology related to human rights and gender mainstreaming.

The project team made use of the activities, in order to mainstream the topics within the project. Through the written material, verbal communication, counseling and legal sessions, media and social media material and posts and through the awareness sessions and trainings. Direct beneficiaries, said we now know our rights, we know how to defend ourselves, we are able to ask for what we deserve not like before. One said, I said no after 26 years, and she was very emotional during the interview because she did feel her life changed, her husband started respecting her more, and her mother in law stopped abusing her or depriving her from her rights to talk, decide and eat. <sup>10</sup>

Most of the beneficiaries understood the terminologies communicated to them and it was clear during the focus groups and interviews. Many learned about their rights for having their children after divorce, or defending their inheritance rights. <sup>11</sup>

The project activities and approach were very compatible in hosting the use of human rights and gender mainstreaming terminology, discourse and implementation. This resulted in the well-understood and implemented terminologies.

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<sup>10</sup> Interview on 05.01.2022, PWWSD, Professionals in social intervention who receive training in gender perspective and gender equality. Bethlehem office.

<sup>11</sup> Interview on 05.01.2022, PWWSD, Professionals in social intervention who receive training in gender perspective and gender equality. Bethlehem office. Interview 06.01.2022. People from the communities trained in gender equality, gender violence, psychosocial health, human rights and women's rights. Alkhader Camp.



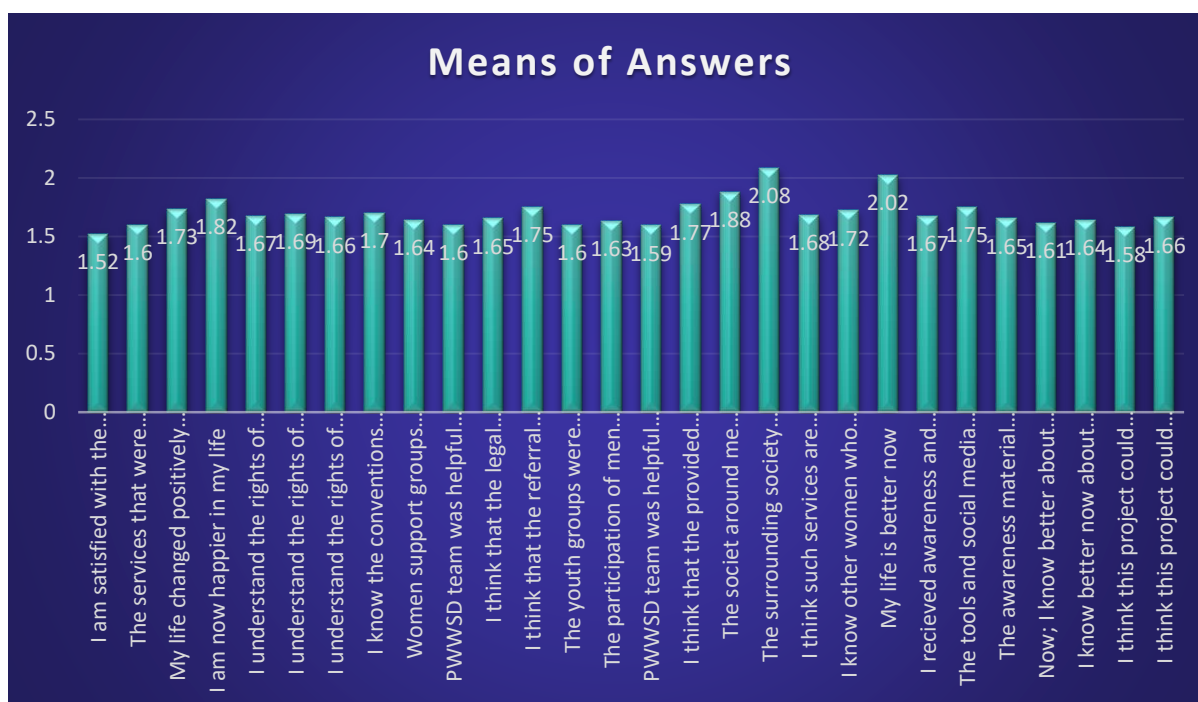
The results of mainstreaming human rights and gender mainstreaming is the clear shift in the attitudes and understanding of the beneficiaries, their families and part of the people who used to violate the women and this was clearly stated in the impact section.

## SPSS and Quantitative data analysis

The total number of questionnaires that were collected and validated was 317 questionnaires filled women in 100% percentage.

The scale of answers for the main questions was as follows: (totally agree = 1 , Agree = 2 , I do not know =3 , disagree= 4 and Totally disagrees =5) The T- test for the main responses for all the questions was 1.7 with 5% margin of error and Sig. less than 0.5 was 1.7. which means that most of the respondents agreed positively on the statements. The diagram below shows the results of the questionnaires.

**Table 1: Means of Answers**





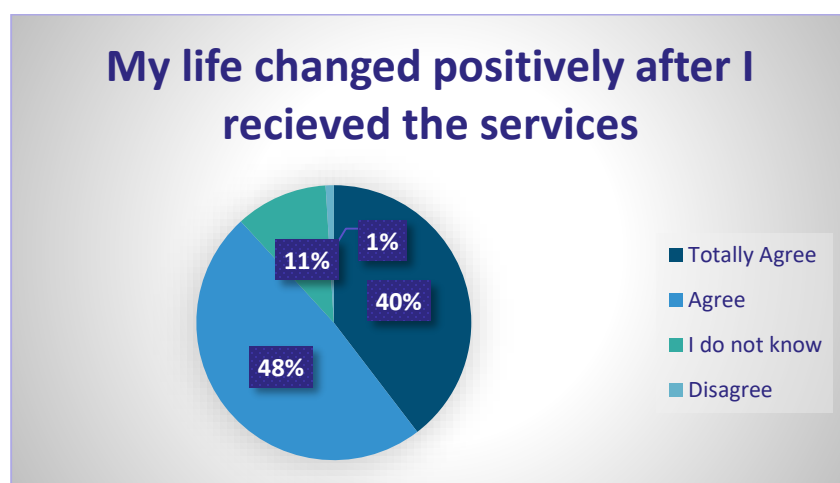
Related to the satisfaction level of the services provided; the results showed high level of satisfaction among the beneficiaries. 97% of the beneficiaries were satisfied with the services provided (52% totally agree and 45% agree). The chart below shows the results.

**Chart 1:** Satisfaction with the services



The beneficiaries agreed that their lives changed after the interventions. 88% agreed on this statement (40% totally agree and 48% agree). The chart below shows the results.

**Chart 2:** Change in the lives of Beneficiaries





93% of the respondents agreed that they understand the rights of women to access and management of economic rights. (41% totally agree and 52% agree). This is an impressive result and it is shown in the chart below.

**Chart 3:** Understanding the Women's Economic Rights



94% of the respondents agreed that they understand the rights of women to access and management of their legal rights. (38% of them totally agree and 56% agree). The chart below shows the results of this statement.

**Chart 4:** Understanding the Women's Legal Rights





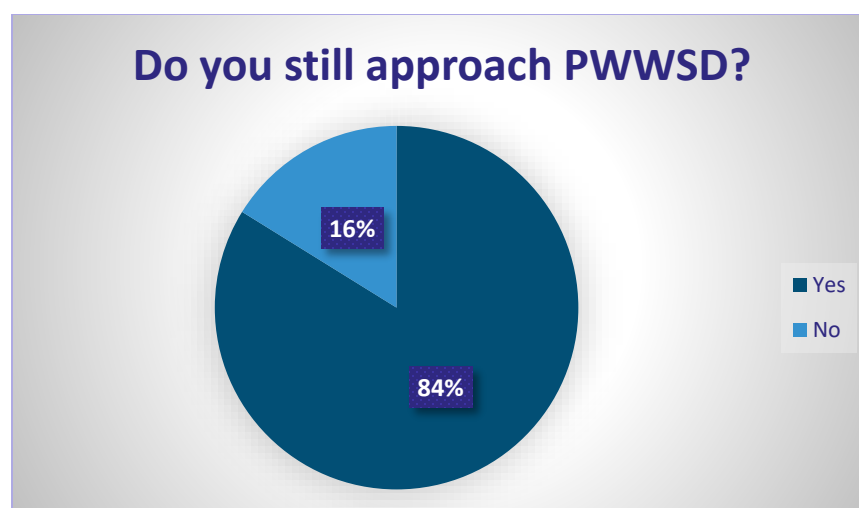
93% of the respondents agreed that they understand the rights of women to access and management of health rights. (42% totally agrees and 51% agreed) on the statement as it is shown in the chart below.

**Chart 5:** Understanding the women's rights and their access to health services



Related to the question of being in connection with PWWSD after the closing of the project 84% of the respondents are still approaching PWWSD as it is shown in the diagram below.

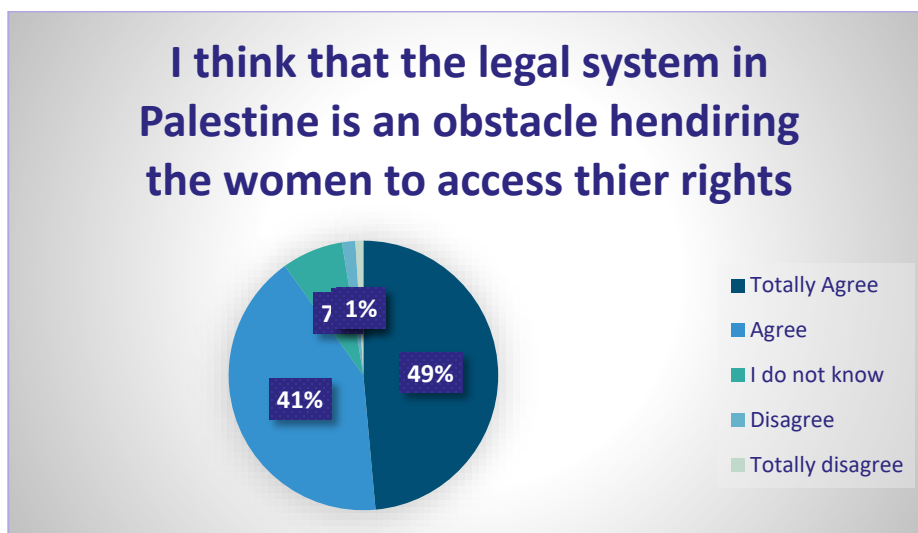
**Chart 6:** Sustainability for Approaching PWWSD Services





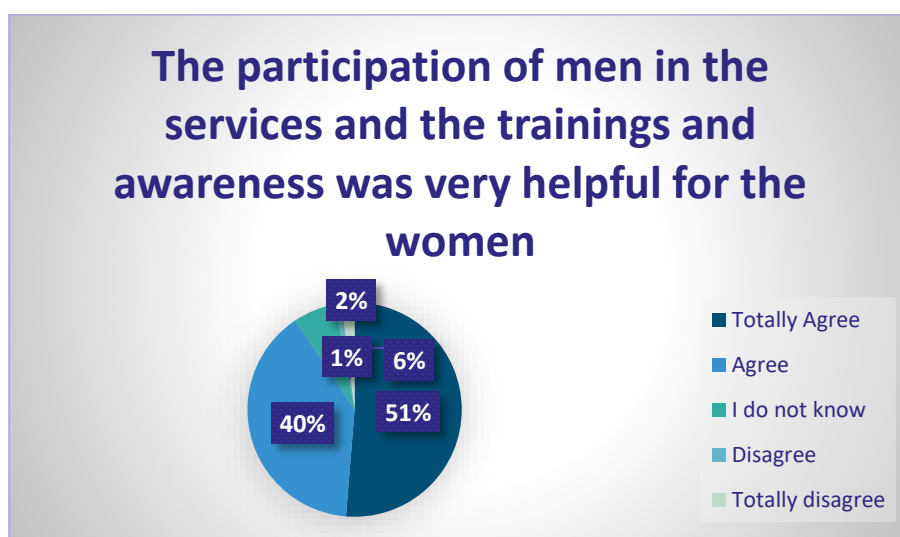
Concerning the legal system in Palestine and how it hinders the access of women to their rights; 90% of the respondents agreed that the legal system in Palestine is an obstacle hindering the women to access their rights. (49% totally agreed and 41% agreed). The chart below shows the results.

**Chart 7: Legal systems Support**



Most of the respondents agreed that the participation of men in the services and the trainings and awareness was very helpful for the women. 91% of them agreed on this statement (51% totally agreed and 40% agreed) as the chart below shows.

**Chart 8: Participation of Men**







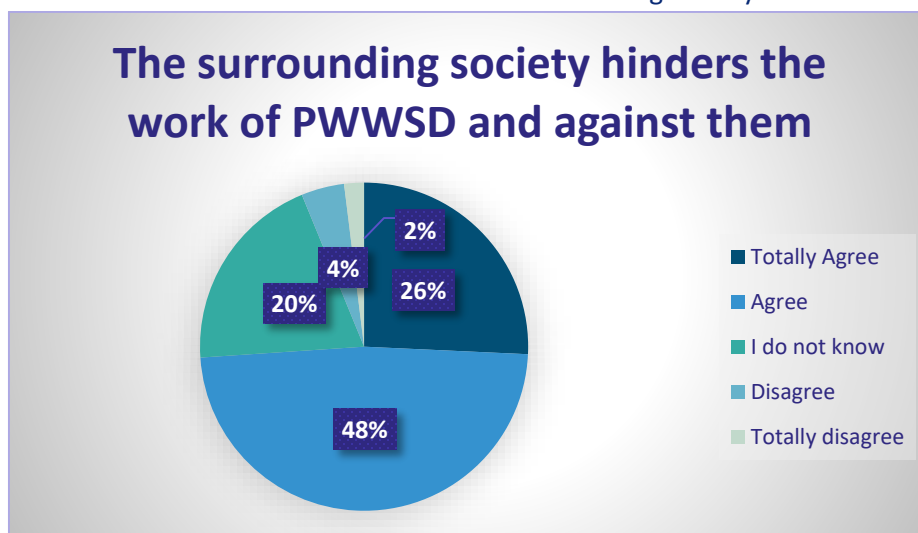
99% of the respondents agreed that PWWSD team were helpful and supportive. (43% totally agreed and 56% agreed) on this statement, and it is shown in the chart below.

**Chart 9: PWWSD Team**



Regarding the surrounding society and the question was about if it hinders the work of PWWSD; 74% of the respondents agreed on this statement (26% totally agree and 48% agree) while 20% do not know and 6% disagreed with the statement. The chart below elaborates the responses.

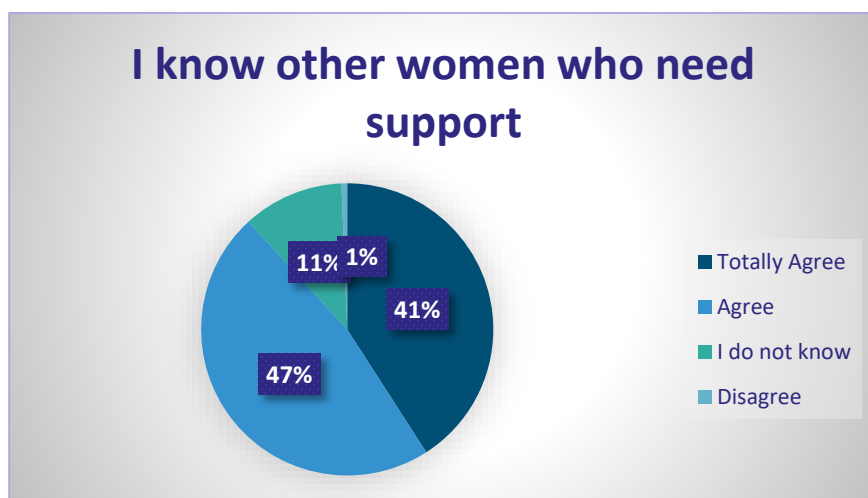
**Chart 10: Effect of PWWSD Surrounding Society**





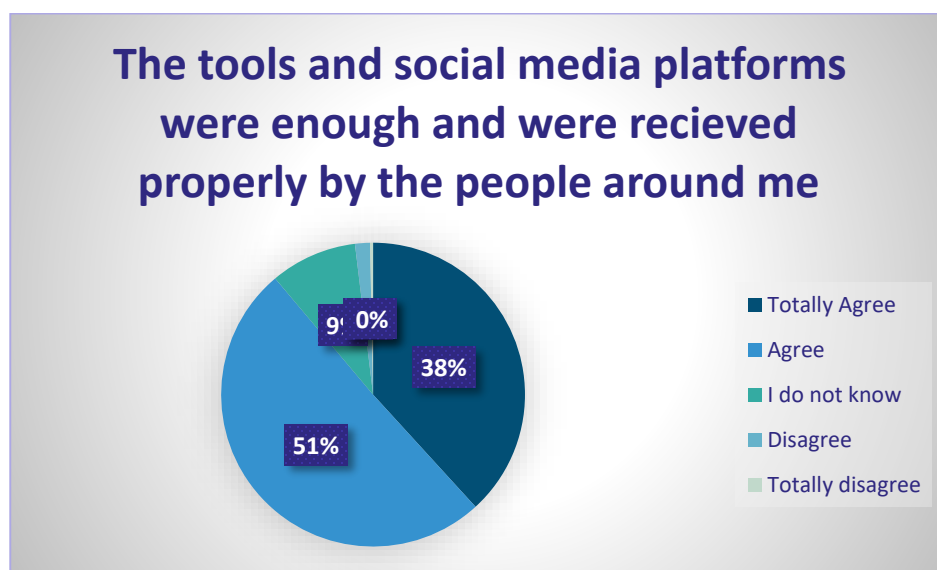
88% of the respondents agreed that they know other women who need support (41% totally agreed and 47% agreed) on this statement. This is an indication for the needs among women for support. As it is shown in the chart below.

**Chart 11: Other Women who need Support**



89% of the respondents agreed that the tools and social media platforms that were used by PWWSD were enough and were received properly by the people around them (38% totally agreed and 51% agreed) as it is shown in the chart below.

**Chart 12: Tools and Social Media**





## 6. Evaluation conclusions

### Strengths:

The project strengths can be concluded, as follows:

- a. The project responded to the needs of the population in Bethlehem governorate. Despite the fact that there are similar projects providing similar services. The project was unique and a true success since it helped the women cover the expenses incurred for services needed, such services include the different legal services and lawyers. Such services would have been otherwise impossible to be covered by targeted beneficiaries in marginalized areas themselves.
- b. The project included collective services that are offered in one place, which are provided for the targeted beneficiaries (women suffering from GBV, are in vulnerable situations, their families and the surrounding community). The collective service project is reflected from the synergies between the strategic programs at PWWSD. This makes the project highly recommended to be replicated in the future. Many of the targeted interviewees suggested that having one place "PWWSD office in Bethlehem" to reach made it easier for them to get the services they need in an efficient and effective manner.
- c. What happened during the Covid-19 pandemic opened up the opportunity to use the excess budget for the field work activities to be invested in other new activities, including a substantial modification submitted by MPDL to the donor (GV).
- d. Due to Covid-19 pandemic and the capacity of facing challenges, switching to using virtual tools and methodologies made sure that the targeted beneficiaries were not left alone, especially in emergency cases. PWWSD team was able to carry out a hybrid approach "physical and virtual tools" to reach the targeted beneficiaries and support them by the project activities as needed.
- e. Another strength point that could be developed and expanded in future is the experience in training for the young people and especially the use of ToT approach in trainings A.2.6 . This approach brought strong and sustainable understanding by the young people in regards to the training material, the issues of women rights, gender mainstreaming and other related topics. This was one of the main success stories of the project.

### Weaknesses:

The project's weaknesses are as follows:

- f. The communication lines and coordination between the higher management at Ramallah office and the technical team at Bethlehem office were weak, inconsistent, and ineffective. The fact that the project had a high employee turnover, especially the program manager, adversely affected the proper implementation of the project. In this respect, the evaluation process did not run as smoothly as it should.
- g. Since the beginning of the evaluation until the last meeting, we had with PWWSD to get the necessary information and connect with the relevant beneficiaries, in order to make informed decision about the project. Responsible project coordinators were not present in the process, and the a new program manager was presenting the implementation team, who did not know much about the activities carried out throughout the life of the project. This presented PWWSD very shallowly, and made the evaluation process a hectic process of going back and forth to get the necessary information with no success.
- h. Most of the activities run by the project team were not properly documented nor archived to for further use for evaluation and learning or for the future, in case the project is to be replicated.



- i. The project's mismanagement led to unclear flow of information, lack of documentation of the project activities, and weak project monitoring.
- j. The selected team was also part of the weaknesses of the project. The social worker and the field focal points negatively affected the quality of services, characterized by an inability to provide proper psychosocial services to the targeted beneficiaries.
- k. Covid-19 pandemic resulted in an unfavorable effect on the project by hindering the physical reach to the targeted beneficiaries, which negatively affected the follow up strategy on the cases.
- l. Due to the pandemic and the switch made to combine (physical and virtual) strategies, the implementation team at PWWSD increased number of beneficiaries targeted but the quality was poor (focusing on the quantity rather than on the quality of services provided), which mainly resulted in high demand combined with an inability to cover and follow up on the huge needs with the limited project team and capacities.
- m. Another weakness to consider in future is the issue of follow up after the awareness raising sessions provided to the beneficiaries. The audience provided with awareness raising sessions was not properly followed up with through the PWWSD team. This led to confusion among the respondents in the focus groups during the evaluation, and affected the project results as long as there are other players providing the same services and the evaluation team could not decide if the change occurred due to the project interventions or if this was due to different interventions by different players.
- n. One of the main weaknesses was the lack of coordination and synergy between the project plans and the media plans and visibility. Despite of the documentation of the media campaigns and social media productions and material, and despite of the number of audience engagement and approach on social media platforms, it seems that the media teams did not hit the main targeted groups in the targeted areas of the project. They did not target the meant beneficiaries of the project, since most of the responses revealed that the people knew about the project from their friends, other organizations and the team of PWWSD and not through the social media and media platforms.

## 7. The lessons learned

- a. In terms of management of the project and planning related to efficiency, the working team and internal communication lines; Strengthened communication lines and coordination between the higher management at Ramallah office and the technical team at Bethlehem office. Closer follow up and attention must be given to Bethlehem office and team in future.
- b. Another issues related to efficiency and resources; better selection for the management team of the project must be taken into consideration. Such a project needs qualified and experienced management team who are able to handle all the required services and follow up. The project management team must also focus on the information flow, management, and monitoring reporting for each intervention.
- c. The project's team conference is an issue that must be taken into consideration in the future. PWWSD have to set a strict criterion for the selection of the psychologist and the field focal points. Due to the sensitivity of the cases, the psychosocial team needs to be qualified and experienced to deal with such cases.
- d. The project results and effectiveness issues were also a very important section that needs to be tackled and pointed out. It is better to abide to a limited number of beneficiaries with the provision of high-quality services, than providing a high quantity of beneficiaries with a low quality. It is not necessary to exceed the targeted numbers set as in the plan.



- e. It was found that the team are not well qualified to provide the services during emergencies and crisis. The working team must be trained on the interventions in emergencies. Such training must be strong and long and made in house and not provided by other organizations. This is a very important point that must be concretely mainstreamed in the work of PWWSD, since the teamwork normally in emergency cases and threatening atmosphere. In addition, a better risks analysis plan has to be prepared and given the priority of revision and renewal each quarter of the year. This has to be a trend at PWWSD and not only for this project.
- f. Another issue related to efficiency and effectiveness and regarding the awareness sessions; there is a need to review the methodology and approach of awareness raising and to review the targeted areas and groups. the awareness has to be done on regular basis with the same beneficiaries in order to make sure they received the information in a concrete way. The targeted populations need to be followed up and reached on periodic basis using different tools and not only one time during the project. In order to achieve the desired impact, there needs to be proper follow-up and well-constructed relationships with the communities.
- g. Related to impact and sustainability; the trained groups of the youth must not be left without an exit strategy after training them. In order to keep a sustainable support group there is a need to keep an ongoing process to further strengthen the relationships with them “the project team claims that the WhatsApp group used for communicating among the youth who participated in the ToT is the baby of the project and one of the main success stories. However, it as shown through the evaluation that this group is idle, and is not really utilized well to keep the group active and giving”. In order for this to be a real success, there must be better strategies with clear action plans for the trained people. This will keep accelerating the impact of the trained youth, through knowledge dissemination, practical tools, and documented training materials with training manuals. This will then keep the momentum of the youth group to act as agents for change through PWWSD team.
- h. In terms of tools, effectiveness and impact; the media campaigns, social media productions, and the content material related to the project must be in coherence with the project activities and compatible with the needs of the targeted population. There needs to be more coordination between the project activities and media activities, in order to cover the exact targeted groups and to enhance the work being done on ground.

In terms of gender balance and mainstreaming, men should be better included in the project, in the evaluation we could see that apart from the youth groups, men were not present in any of the project’s activities carried out. A very important strength point is the engagement of men in the different activities, especially; in the awareness raising activities in order to prepare them to be agents for change in their communities.

## 8. Recommendations

- a. For the sake of stakeholders; It is recommended to keep the collective services approach and to replicate the project in Bethlehem Governorate. It is also recommended to increase the budgets related to the individual legal and psychosocial services; keeping in mind the quality of services provided. Therefore, there is a need to balance the increase in the number of cases with the quality of services provided.
- b. On the level of the duty bearers and specifically on the level of the project; a stronger synergy has to be planned between the economic empowerment program and gender-mainstreaming program at the PWWSD and this must be reflected on the new project. Since most of the people asked for economic



empowerment projects in order to empower and enhance the livelihoods of those women suffering or survivors from GBV.

- c. On the level of effectiveness; PWWSD has to rethink the project team and focal points if the project will be replicated in Bethlehem governorate. A well-set criterion of selection must be set for the selection of the psychologist, project manager, and focal points in the field.
- d. Regarding the effectiveness issues; The technical team (duty bearers) must do a closer follow up for the people in the field periodically especially; the focal points in the field. The awareness sessions must be given on regular basis and along the project lifetime, with strong monitoring and pre post questionnaires used after each session. The project manager or the meal officer must document such interventions.
- e. The communication and roles and responsibilities issues need to be reviewed and well planned for the new phases. It is recommended to design a project organizational chart well connected to the high management of PWWSD. Since part of the high management team was dedicated in the budget of this project; then no further human resources budget raise is required; what is required is the raise and increase in coordination between the higher management and technical team.
- f. Effectiveness and efficiency must be guaranteed through a well set and strict meal requirements. Since the MEAL officer role in the project was not properly achieved, the project failed to produce proper documentation of its activities, which is why; the MEAL officer roles must be strictly set and implemented for the project in case the project will proceed to its upcoming phases. His\her role is to ensure the flow of information and the reporting and information gathering from the field, pre, and post questionnaires analysis with the gathering of all training material. On the other hand; an alternative solution is to include the role of meal officer to the required tasks by the project manager and to make sure he\she is able to deliver results.
- g. For sustainability of the project resources and achievements; the training material must be gathered and formulated in a manual to be used by the team and trainers of PWWSD. For the sake of the youth groups and trainees; it is very important to seek sustainable and long-term interventions and cooperation with them. They will be a very essential source of support during the coming phases.
- h. For a better effective impact; It is recommended to provide a training for the working team on the interventions in emergencies. Such training must be strong and long and made in house and not provided by other organizations. In addition; a better risks analysis plan has to be prepared and given the priority of revision and renewal each quarter of the year. This has to be a trend at PWWSD and not only for this project.
- i. An exit strategy must be set for the trained youth, in order to invest in them to be agents for PWWSD and agents for social change. This could be through the provision of opportunities to conduct their own initiatives after preparing them.
- j. For better communication and coordination and a better management of the project; more coordination between the media team and the project team and along the project lifetime. It is recommended to have closer coordination and communication between the teams and not only on the level of implementation but also on the level of planning and audience segmentation and the selection of media methodologies and tools.
- k. In relation to gender mainstreaming and the participation of men; there is a need to increase the focus of the participation of men during the different activities and according to their needs and roles. They could be duty bearers and service providers, and they could be rights holders and partners and supporters for the women and also could be from the community who will contribute to awareness raising and support the project implementation.



- l. Support and coordinate existing government and civil society initiatives from different sectors working to enact laws and improve existing laws on GBV. Throughout the evaluation most of the targeted beneficiaries learned about human rights and GBV, but their main concern was that non of this is applied on ground. When it comes to reality, no one really practice the laws and rights they learned about during the awareness sessions. Which is why it is highly recommended to involve the existing government and civil society initiatives to force the execution of such laws for better outcomes of the intervention when it gets further implemented.<sup>12</sup>
- m. Involve local communities and parents through parent teacher associations to change attitudes and behaviors on a societal level, but also assure that educational institutions are held accountable in their preventive work. Many of the cases that suffered GBV were kids from schools, who get forced to get married at an early age. There was one scenario of a case of a tenth grade school girl who got married by force from her society and family, and ended up in a divorce case after a year. Such cases are everywhere, even in bigger cities. Involving the local communities, parents, and schools in bringing awareness to the future generations is key to achieving the outcomes and impact of the main project intentions.<sup>13</sup> This will help create stronger upcoming generations in which they are responsible of their behaviors when it comes to such sensitive topics. It will also help girls and their parents make informed decisions about their future and lower their chance of facing GBV.
- n. Support group education (outside school) combined with community mobilization. These interventions usually provide training on topics like masculinities, gender equality and GBV to adolescents who in turn mobilize others through different community events. It is vital to bring the element of sustainability through the support for the youth groups trained throughout the project, this include; providing them with the necessary tools, training material, training techniques and reach through the network of PWWSD as a project implementer and subject matter expert in the area of GBV and Gender Equality mainstreaming.
- o. Create a gender aware counselling system that gives effective support to victims/survivors of GBV by training relevant staff. Many of the cases revealed throughout the project life and after the project evaluation sample need to be followed up with and well studied. The cases reached by the project are only a sample, it is vital to create a clear step by step system to reach similar cases and help them in a better informed, effective and efficient manner.

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<sup>12</sup> Interview on 05.01.2022, PWWSD, Bethlehem office. Interview on 29.12.2021, Zoom Meeting. Young people trained to act as potential community agents of change to promote gender equality.

<sup>13</sup> Interview on 05.01.2022, PWWSD, Professionals in social intervention who receive training in gender perspective and gender equality. Bethlehem office.





## 9. Annexes

### 9.1. Terms of Reference of the evaluation

*(Please find it attached in a separate document named Annex 1)*

### 9.2. Copy of the evaluation proposal

*(Please find it attached in a separate document named Annex 2)*

### 9.3. Supporting documentation for the collection and gathering of information: interview script, survey model, transcripts, surveys, list of informants, etc.

*(Please find it attached in a separate document named Annex 3)*

### 9.4. Inception Report

*(Please find it attached in a separate document named Annex 4)*

### 9.5. List of key informants

*(Please find it attached in a separate document named Annex 5)*

### 9.6. Summary of the evaluation according to CAD format.

*(Please find it attached in a separate document named Annex 6)*

**(End of Document)**

# FINAL EVALUATION REPORT

Final Evaluation of the Project SOLP/2018/0010

*"Promotion of gender equality and the protection of  
Palestinian women in vulnerable situations in the southern  
West Bank, Palestine."*

MARCH 21, 2022

Evaluation Period:

(December 13, 2021 - February 10, 2022)

Submitted to:

Movement for Peace, Disarmament and Liberty (MPDL)

Authored by:

Deem for Collective Development Services

