FINAL EVALUATION REPORT

"Building a life free of violence with women in Area C of the Governorates of Bethlehem and Jerusalem, oPt"

Implemented by Alianza por los Derechos, la Igualdad y la Solidaridad International, in partnership with Movement for Peace, the Young Women's Christian Association of Jerusalem and the Palestinian Working Women Society for Development

Funded by the Spanish Agency for International Development Cooperation

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July 2025

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List of acronyms

AECID	Spanish Agency for International Development Cooperation
Alianza	Alianza por los Derechos, la Igualdad y la Solidaridad Internacional
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CBOs	Community-Based Organisations
CSOs	Civil Society Organisations
ECHO	European Civil Protection and Humanitarian Aid Operations
EJ	East Jerusalem
ET	Evaluation Team
EU	European Union
FGDs	Focus Groups Discussion
GBV	Gender-Based Violence
GO	General Objective
GS	Gaza Strip
HR	Human Rights
INGOs	International Non-Governmental Organisations
M&E	Monitoring and Evaluation
MPDL	Movimiento por la Paz
MoSA	Ministry of Social Affairs
MoWA	Ministry of Women's Affairs
NGOs	Non-Governmental Organisations

NPA	National Policy Agenda
OCHA	Office for the Coordination of Humanitarian Affairs
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
PSS	Psychosocial Support
PwFD	People with Functional Disabilities
PWWSD	Palestinian Working Women Society for Development
SIDA	Swedish International Development Cooperation Agency
SO	Specific Objective
SRHR	Sexual and Reproductive Health Rights
ToRs	Terms of Reference
ToT	Training of Trainers
VARD	Vulnerability, Assistance, Resilience, and Development
VAW	Violence Against Women
WB	West Bank
WRH	Women Rights Holders
WwD	Women with Disabilities
YWCA	Young Women's Christian Association of Jerusalem

A. Main messages

To Alianza por los Derechos, la Igualdad y la Solidaridad Internacional (Alianza): Alianza's leadership anchored the intervention in values of gender justice, community participation, and institutional trust. Its ability to balance technical oversight with grassroots flexibility allowed local partners to adapt meaningfully to context-specific needs, from psychosocial healing to women's economic identity. This approach set a strong foundation for rights-based, survivor-centred programming. Moving forward, Alianza is uniquely positioned to drive systemic change by strengthening national policy linkage, formalising shared monitoring frameworks, and ensuring that organisational learning translates into strategic advocacy. To maximise long-term impact, future cycles must include embedded exit planning and public institution handover strategies, while keeping coherence and stronger alignment between national institutions and local implementation — ensuring that grassroots efforts are supported, scaled, and sustained through policy-level engagement.

To Movement for Peace (MPDL): MPDL played a central role in holding the project's operational and strategic threads together — ensuring territorial coverage, consistency of support, and ethical delivery across multiple components. Its embedded presence and trusted relationships allowed difficult conversations — especially around backlash, legal accompaniment, and emotional safety — to surface and be addressed. MPDL now stands at a key pivot point: capable of consolidating field-tested tools, standardising facilitator care protocols, and advocating for formal municipal partnerships to carry forward referral pathways and support systems. To sustain impact, MPDL's next contribution must be institutional: connecting its community wisdom to durable systems of protection and response.

To the Palestinian Working Women Society for Development (PWWSD): PWWSD shaped the emotional core of the intervention. Its expertise in psychosocial support (PSS), feminist healing, and trauma-informed care created some of the most transformative outcomes for women survivors — many of whom found voice, validation, and dignity for the first time. Beyond individual recovery, PWWSD helped cultivate collective agency, group solidarity, and informal community continuity. The challenge ahead is institutionalising these gains: scaling mutual support models, embedding facilitator supervision systems, and formalising the safeguarding protocols that emerged organically. PWWSD's practice offers a blueprint for culturally rooted, politically conscious care and now is the moment to document and embed it for wider replication.

To Young Women's Christian Association of Jerusalem (YWCA): YWCA catalysed a major shift in women's economic self-perception. Through flexible training, responsive mentorship, and community-rooted delivery, it supported participants in transitioning from self-doubt to economic initiative — even within restrictive social environments. YWCA played a key role in promoting awareness of women's economic and labour rights and in creating spaces where personal growth, practical skills, and social empowerment could reinforce one another. Its work helped extend the project's reach among youth and local communities, amplifying the visibility and relevance of women's economic agency.

To all partner organisations: this project proved that when values are shared and silos are broken, community-rooted change is possible, even in fragmented systems. Together, partners created safe spaces, shifted harmful norms, and provided direct support to hundreds of women. But its deeper legacy lies in what it seeded: mutual trust, inter-organisational respect, and field-tested practices that belong to the local actors who carried the hardest weight. The next step is collective systematisation — building joint follow-up systems, codifying shared safeguarding and referral protocols, and co-developing sustainability strategies that outlive project funding. The collaboration also generated new strategic alliances and learning across partners who had not previously worked together — laying the groundwork for future coordination and shared frameworks. Together, the partnership has built more than outputs: it has built a platform for institutional resilience.

To the Spanish Agency for International Development Cooperation (AECID): this project delivered real-world results aligned with AECID's strategic priorities on gender equality, rights-based programming, and community resilience. It supported over 450 women in psychosocial healing, reached 48,000 through awareness

efforts, and piloted models for survivor-led support, local advocacy, and inclusive economic participation. But its deeper success was political and ethical: restoring dignity, enabling voice, and centring care in spaces where violence and invisibility had been the norm. These outcomes are fragile and without longer funding cycles, structured institutional partnerships, and national policy engagement, they risk dilution. AECID's continued leadership will be decisive in anchoring this work into the systems that can sustain it. The evidence is here. What is needed now is continuity.

B. Introductory aspects: background and description of the evaluation[1]

B.1. Background of the organisations and the intervention

- Founded in 1986, Alianza por los Derechos, la Igualdad y la Solidaridad Internacional (Alianza) has grown into a progressive, non-denominational, and independent non-governmental organisation (NGO) with a presence in more than 20 countries across Latin America, the Middle East, and Africa. In 2019, the organisation became a member of the ActionAid International Federation, further strengthening its global influence and capacity to address systemic inequalities.

  Alianza has been a steadfast advocate for development and humanitarian action in the Middle East since 1993, with ongoing projects in the occupied Palestinian territory (oPt), Jordan Lebanon and Syria. Within the oPt, the organisation established a permanent office in Jerusalem in 1998, cementing its commitment to addressing the region's complex challenges. Guided by its Strategic Plan (2020–2026), Alianza focuses on four interconnected priorities: eradicating gender-based violence (GBV), promoting human rights (HR) for excluded groups, advancing climate justice, and protecting vulnerable populations during humanitarian crises while strengthening their resilience.

  In Palestine, Alianza's mission is rooted in the pursuit of an active and global citizenship that challenges profound inequalities and advances HR. This mission places particular emphasis on the rights of women and marginalised groups, whose exclusion perpetuates systemic injustice. The organisation's regional strategy, closely aligned with the priority of its Strategic Plan, outlines three primary objectives:

  - First, Alianza strives to empower women and their organisations to challenge discriminatory attitudes, practices, and policies. By doing so, women can secure their social, political, economic, and cultural rights, with special attention to eradicating violence against women and girls.
  - Second, Alianza recognises the transformative potential of youth. The organisation supports young men and women as agents of change, equipping them to realise their civic and political rights and develop scalable models for meaningful engagement.
  - Lastly, the organisation focuses on building resilience in conflict-affected communities. By empowering vulnerable women of all ages and young men, Alianza aims to drive sustainable changes in social and gender norms, reduce protection risks, and foster recovery and resilience.

  Over the years, Alianza has gained extensive experience in women's rights advocacy and a profound understanding of the social, political, and humanitarian dynamics within the oPt. This expertise is rooted in strong relationships with local civil society organisations (CSOs), humanitarian actors, and public entities. The organisation's field office in Jerusalem plays a pivotal role in facilitating continuous communication and analysis, ensuring that its strategies adapt to the evolving social and humanitarian landscape. Alianza's approach emphasises collaboration, leveraging the insights of local partners to design initiatives that align with both community needs and its broader strategic objectives.

  Alianza's work in the oPt has received substantial support from diverse donors, reflecting its credibility and impact. Key contributors include centralised and decentralised Spanish cooperation, as well as international donors such as European Civil Protection and Humanitarian Aid Operations (ECHO), Swedish International Development Cooperation Agency (SIDA), Office for the Coordination of

[1] For more information, please see Annex 1 – ToRs Evaluation 2024.

Humanitarian Affairs (OCHA), and the European Union (EU). These partnerships have enabled the organisation to implement a range of impactful programmes that address pressing local issues. Moreover, Alianza maintains stable and long-term partnerships with local organisations, fostering mutual trust and a shared commitment to sustainable development.

- Since 1994, the Movement for Peace (MPDL) has been actively engaged in the oPt, implementing over 40 interventions primarily in the West Bank (WB) and Gaza. With its permanent headquarters in Ramallah, MPDL has established a strong presence in the region, working closely with grassroots organisations to support Palestinian women, particularly in the areas of disability and women's rights advocacy. From its inception, MPDL has prioritised addressing the needs of people with functional diversity (PwFD), sustaining this commitment through ongoing partnerships with local organisations.

  MPDL designed its Palestine Action Plan for 2022, which is itself a key component of the MPDL Strategic Plan (2022–2026). These strategic frameworks guide MPDL's work in the oPt and focus on three interconnected dimensions of peacebuilding: individual, community, and institutional. This approach is implemented through the Vulnerability, Assistance, Resilience, and Development (VARD) framework, also known as the "triple nexus," which emphasises promoting rights and protection for the Palestinian population, with a special focus on women.

  MPDL's work in the oPt is centred on three main objectives:

  - Protecting people affected by violence and human rights violations (HRVs): MPDL prioritises safeguarding individuals, particularly women, who are most affected by violence and systemic violations of HR. This involves providing support, protection, and advocacy to ensure their safety and dignity.
  - Promoting sustainable community coexistence through a culture of peace: the organisation fosters models of community coexistence that emphasise dialogue, collaboration, and mutual respect. These initiatives aim to build resilience and social cohesion, addressing the underlying causes of conflict and inequality.
  - Advocating for legal and policy reforms: MPDL works to propose, promote, and monitor specific legal and policy changes to ensure the fair application of laws and accountability in areas related to its mission. This includes advocating for stronger protections and systemic reforms to benefit vulnerable groups, especially women and PwFD.

  MPDL's integrated approach combines humanitarian assistance, development initiatives, and peacebuilding efforts. By addressing the immediate needs of the Palestinian population, fostering sustainable community engagement, and influencing systemic change, the organisation adopts a holistic methodology for creating long-term impact. Its focus on women's empowerment and collaboration with local partners underscores MPDL's belief in the importance of local ownership and inclusive development.

- The Young Women's Christian Association of Jerusalem (YWCA) has been active in East Jerusalem (EJ) since 1918. It is a member of the International YWCA Movement and holds consultative status with the Economic and Social Council (ECOSOC). Over the years, the YWCA has focused on building the capacities of women, particularly young women from disadvantaged communities, to empower them to understand and demand their rights while advocating for political and social reforms that protect them. Its key programmes include:

  - Economic empowerment of women (active since 1950): the YWCA has provided training and support for women to establish micro-businesses and create job opportunities. Its innovative approach includes offering non-traditional diplomas in fields like photography, graphic design, and multimedia, enabling graduates to start small businesses or work in media and institutions. The organisation also provides short courses in areas like therapeutic massage, photography, and digital marketing, broadening employment opportunities for women.

- Women's rights: this programme focuses on raising awareness among women about their rights and equipping them with tools for legal defence and political advocacy. Through initiatives like "Peace and Justice for Youth Female Leaders," the YWCA has created a "Youth Women's Legal Taskforce" comprising 25 young women dedicated to promoting and defending women's rights and ensuring legal protection against GBV.
- Youth leadership and civic participation: this initiative empowers young women to participate equally in decision-making processes and strengthen their leadership roles in civic activities.

Since 2015, the YWCA and Alianza have jointly implemented two projects in EJ focusing on women's rights, economic empowerment, and youth mobilisation. One of these projects, funded by the Generalitat Valenciana, is currently ongoing.

The YWCA Director has also played a key role in advocacy campaigns, raising awareness about the Palestinian cause and the challenges faced by women in the oPt. The YWCA is a member of key coalitions, including the Al-Muntada Coalition and the Resolution 1325 Coalition to combat GBV, further solidifying its role as a key advocate for women's rights and gender equality in Palestine.

- The Palestinian Working Women Society for Development (PWWSD) is a feminist NGO that has been active in the WB since 1981. Its mission is to achieve gender equality by empowering and mobilising women, promoting their political, social, economic, and civil rights, and combating GBV. PWWSD's main areas of work, supported by various funders and international partners, include:
  - Women's empowerment:
    - Increasing women's awareness of their rights and strengthening their capacity to defend these rights in both private and professional spheres.
    - Mobilising women to actively participate in public life and amplifying their role in advocating for gender equality.
    - Influencing decision-makers to fulfil their legal obligations toward the principles of gender equality and the rights of women.
    - Providing training to enhance women's participation in the labour market.
  - Psychosocial care for women survivors of violence:
    - Psychological counselling and individual support.
    - A free 24-hour hotline for immediate assistance.
    - Support groups for women and children.
    - Community awareness programmes addressing GBV and its impact on women and girls. These efforts are complemented by advocacy campaigns and communication initiatives to raise awareness about GBV and its consequences.

  PWWSD leads the Forum on Gender in Local Governance and is an active member of the Arab Women's Network, the Euromed Feminist Initiative, and Al-Muntada. By fostering partnerships and working across multiple platforms, PWWSD continues to advance the fight for gender equality and support for women's rights in Palestine.

B.2. Background of the project

The Spanish Agency for International Development Cooperation (AECID) project 2022/PRYC/000823 "Building a Life Free of Violence with Women in Area C of the governorates of Bethlehem and Jerusalem, oPt" was implemented across nine communities situated in Area C: Nahalin, Al Khader, Battir, Al Walajeh, Dar Salah, and Husan (Bethlehem governorate) and Ar-Ram, Anata, and Jaba (EJ governorate). It was carried out in

collaboration with the entity MPDL and local partners YWCA and PWWSD, with the support of various local organisations in each intervention community.

The AECID contributed with €500,000 to the intervention, covering 89.9% of the total budget, with an additional €56,172 co-financed by other sources. The project started on February 1st 2023 and it concluded on October 31st 2024.

The project aimed to promote the prevention, protection, and response to GBV in Bethlehem and EJ (Area C). Key focus areas included improving the mental and emotional health of women survivors of GBV, supporting GBV prevention actions led by local CSOs, and fostering the economic empowerment of women within the intervention areas. To achieve its objective, the project was structured around three expected results:

1. Access to services: women survivors of GBV accessed quality and coordinated comprehensive support services.
2. Community and policy awareness: raised awareness at both the community and policy levels about women's rights and GBV prevention.
3. Economic empowerment: improved economic empowerment of women by enhancing their personal skills and resources.

Through these interventions, the project was expected to contribute to the prevention of GBV, the protection of survivors, and the delivery of comprehensive response mechanisms across the targeted locations in EJ and Bethlehem governorates. Activities included providing access to care services, community awareness campaigns, vocational training, economic empowerment initiatives, and advocacy efforts.

The primary rights holders of the project were adult women in the intervention areas who were either survivors of GBV or at risk due to their environments, the lack of necessary services, and the absence of resources to combat violence against women (VAW). The project specifically aimed to support:

- 450 women survivors of GBV accessing individual and/or group PSS services.
- 200 women provided with legal advice, with 40 receiving representations in court.
- 72 women survivors of GBV participating in mutual support groups.
- 85 women accessing psychosocial and legal counselling through a dedicated hotline.
- 900 women reached with information about women's rights and GBV prevention.
- 90 women receiving technical training in job skills.
- 90 women are gaining training for self-employment opportunities.
- 30 women participating in coaching sessions to strengthen their economic initiatives.
- 7 women entrepreneurs supported with kits or scholarships to promote their business initiatives.
- 90 men engaging in discussions about alternative masculinities, women's rights, and GBV.

B.3. Background of the evaluation

The evaluation focuses on the period of implementation of the project, from February 1st 2023 to October 31st 2024, and in its geographical location of Bethlehem and EJ governorates, in the oPt.

Alianza is committed to fostering learning and providing feedback across its programmatic lines to ensure continual improvement and effective action. This evaluation served a dual purpose:

- Accountability: to uphold transparency and accountability to donors, communities, and other stakeholders.

- Knowledge generation: to produce insights and lessons learned in GBV prevention and response and women's economic empowerment. These insights are critical for refining and enhancing future interventions.

The evaluation aimed to embed a culture of quality improvement within Alianza's processes. This included a focus on planning, implementation, measurability, and impact assessment. Conducting an external evaluation ensured objectivity, offering fresh perspectives and identifying elements that might have been overlooked internally. This approach facilitated a comprehensive assessment of the intervention's impact, driving evidence-based decision-making.

The primary goal of the evaluation was to extract lessons learned and formulate actionable recommendations to improve the quality and impact of future interventions. Focus was given to:

- Assessing the achievement of expected results.
- Evaluating the quality of implementation, coordination mechanisms, and the relevance and impact of collective processes.

The strategic aims of the evaluation were:

- Incorporate lessons learned into decision-making to strengthen ongoing interventions and guide future initiatives.
- Build team capacity to enhance programme effectiveness and impact.
- Ensure accountability to the funding agency, the AECID, by fostering transparency and aligning interventions with the contextual realities of the areas of operation.
- Provide actionable recommendations on design improvements, monitoring mechanisms, achievement of results, and impact assessment, where feasible. These recommendations will guide the management team and local stakeholders in enhancing the quality, relevance, effectiveness, efficiency, and impact of ongoing and future interventions. By doing so, the evaluation fostered a cycle of continuous improvement and strengthened Alianza's ability to deliver impactful, context-sensitive programmes.

To ensure maximum utility, the Evaluation Management Unit (EMU) has disseminated findings among all involved actors. These results inform future programme design, strengthen internal management processes, and promote the replication of successful strategies.

This evaluation was structured as a final external assessment, employing a systemic perspective to examine the intervention's structure, processes, and outcomes. A mixed-methods approach was used, incorporating both quantitative and qualitative methodologies to gather comprehensive data.

While the evaluation was externally conducted to ensure impartiality, it actively involved technical staff from Alianza, MPDL, the YWCA and the PWWSD. These stakeholders brought critical cultural and organisational knowledge, ensuring the evaluation remained contextually relevant and effective. This collaborative model also strengthened the intervention's monitoring and evaluation (M&E) systems while respecting the principles of impartiality and independence.

This external evaluation was conducted by an experienced consultancy firm, ensuring credibility and impartiality. The Evaluation Team (ET) received ongoing support and guidance from the technical staff of the four involved organisations – Alianza, MPDL, YWCA, and PWWSD. This collaborative approach ensured the evaluation process was efficient, participatory, and highly useful.

The ET's responsibilities were:

- Ensure the evaluation report is credible, utility-focused, and practice-oriented.
- Provide specific recommendations for improving interventions.
- Highlight successful results and findings for potential replication.

By aligning with these principles, the evaluation contributed significantly to Alianza and partners' goals of delivering high-impact interventions while ensuring transparency, accountability, and learning for all stakeholders involved.

B.4. General description of the evaluation process

The evaluation started in December 2024; the total duration was 34 working days. The fieldwork was conducted between December 2024 and May 2025 in Nahalin, Al Khader, Battir, Al Walajeh, Dar Salah, and Husan (Bethlehem governorate) and Ar-Ram, Anata, and Jaba (EJ governorate), the oPt. The assignment was conducted by MIMAT Consultancy, which is composed of Mireia Gallardo Avellan (Team Leader and Desk Support) and Rula Al Khateeb (Field Researcher and Facilitator). The evaluation and the ET relied on the collaboration and support of Alianza, MPDL, the YWCA and the PWWSD during the whole process.

The evaluation followed the methodology agreed with Alianza, further described in the following sections, and it combined:

- 1 day for the start-up of the evaluation.
- 2 days for check in meetings.
- 4 days for the compilation and review of relevant documentation, as well as the preparation of the assignment with the elaboration of an Inception Report: evaluation indicators matrix and evaluation questions matrix; tools and methodology; selection of respondents and locations; roles and responsibilities, limitations and difficulties, among others.
- 2 days for the confirmation and set up of the agenda, as well as the organisation of any logistics and arrangements needed.
- 10 days face-to-face (in country) fieldwork.
- 1 days for debriefing of the fieldwork.
- 4 days for collection, validation, feedback and analysis of the data.
- 9 days for development and revision of the draft/final narrative report with its annexes and translation.
- 1 day for the presentation and dissemination of the evaluation report.

C. Evaluation methodology

C.1. Desk review[2]

The literature review phase, during which the ET examines existing documentation related to the project, was an ongoing activity throughout the assignment. The purpose of this phase was to compile primary and secondary information pertinent to the project and the evaluation.

The first stage of the review, conducted in December 2024 was home-based and carried out by the consultants. During this stage, the desk review raised various questions concerning the project, the evaluation objectives and criteria, the overall scope and expectations of the evaluation and the ET, key respondents to be interviewed, and sampling considerations (e.g., rights holders, holders of responsibilities and obligations, locations). It also covered roles and responsibilities for all involved parties and important factors for planning and fieldwork (e.g., scheduling, available resources, limitations, etc.).

Once these questions were clarified with Alianza, the ET proceeded to gather data on the following elements, which were all included in the Inception Report:

- Background: overview of the organisations and the project.

[2] For more information, please see Annex 2 – Desk Review.

- Evaluation context: description of the evaluation background, including its objectives and scope.
- Sources and sampling: identification, selection, and sampling of information sources (key respondents) and locations.
- Methodology: outline of qualitative and quantitative techniques/tools for fieldwork. These tools were discussed, analysed, and refined by both parties to finalise their design for effective data collection.
- Logistical considerations: clarification of roles and responsibilities, as well as technical and staffing support required for logistical needs.
- Evaluation matrices: inclusion of an evaluation matrix with indicators and a matrix with evaluation questions (attached).[3]
- Challenges and limitations: identification of potential difficulties and constraints.
- Ethical and safety considerations: outline of relevant ethical guidelines and safety measures.
- Crosscutting components: consideration of cross-cutting issues and approaches.

The second stage run parallel with the fieldwork between December 2024 and May 2025. During this phase, the consultants requested additional information to address issues identified during the desk review and preparation phase or to meet emerging needs from the field.

Finally, the third stage occurred alongside data analysis and the preparation of the draft and final reports, spanning May and June 2025.

C.2. Methodology, sources of information and sample

The ET was responsible for designing the evaluation methodology and tools. The evaluation followed a mixed methodology. For the qualitative data collection tools,[4] the ET used the convenience sampling method, a non-probabilistic method, to select the rights holders in the targeted communities. Participants were selected based on availability and willingness to take part in the evaluation. The selection of key informants was based on a purposive sampling, according to their knowledge about the project. For the quantitative data collection tools, the ET calculated the sample according to the international standards by using a sample size calculation (95% level of confidence and 5% margin of error).

Representatives of all the targeted groups and actors involved and/or affected by the project were included to ensure that all groups' voices and feedback is considered in the evaluation process. The ET cross-checked the data provided by the selected participants through different tools and sessions, and it concluded that the sample of the evaluation was representative.

The ET conducted the evaluation in a participatory manner through constructive open dialogue and discussions that promoted a learning environment, and where the views and perspectives of all stakeholders and rights holders involved were gathered and analysed, answering the questions posed by the final evaluation. To do so, the ET designed three tools to assess the project and collected relevant information. The findings of the collected quantitative and qualitative data were compared when interpreting such findings. The integration of quantitative and qualitative evaluation provided a broader understanding of the project under evaluation. Quantitative evaluation described the magnitude and distribution of change, for instance, whereas qualitative evaluation provided an in-depth understanding of the social and cultural context. Mixed methods evaluation allowed triangulating findings, which strengthened validity and increased the utility of the evaluation.

[3] For more information, please see Annex 3 – Inception Report with Annexes.

[4] For more information see Annex 3 – Inception Report with Annexes.

The tools[5] - individual and group semi-structured interviews, focus groups discussions (FGDs) and questionnaires - were developed to assess each one of the criteria included in the ToRs[6] as well as to provide recommendations about the project and to the partner organisations. Despite the socio-political context during the evaluation, the ET was able to apply all the designed tools, which were adapted to each group of informants. Likewise, the ET collated the data provided by the selected participants and concluded that the quality of the information provided was not compromised by this situation and/or limitations.

During the evaluation, the ET held several meetings with Alianza and partners' key staff members to further discuss components of the assignment, e.g. scope and work plan, sampling of respondents, progress, etc. Time for clarifications, questions and answers for both parties was also allocated in those sessions. When needed, Alianza partners were responsible to provide the contact information for different actors and they supported the coordination with the facilities to interview staff, service providers and/or rights holders.

The evaluation was conducted in Nahalin, Al Khader, Battir, Al Walajeh, Dar Salah, and Husan (Bethlehem governorate) and Ar-Ram, Anata, and Jaba (EJ governorate), where all identified rights holders have received services and actively participated in the activities provided by the partner organisations throughout the duration of the intervention.

The ET outlined the selection criteria for the sampling of respondents prior to the process. The ET, Alianza and partners were fully responsible for the selection of the respondents. Due to the large number of individuals supported by the project as well as the capacities and resources available to conduct the fieldwork, the ET, in agreement with Alianza and partners, prioritised the access to key informants from all available target groups while using qualitative data collection tools to ensure that all groups' voices and feedback were included in the evaluation process.

With regards to selecting the sample and its size, the ET identified the following groups of rights holders directly affected by the project's activities:

- Women survivors of GBV: these women were at the core of the intervention, receiving individual or group PSS, legal advice, mutual support opportunities, and counselling. The programme directly addressed their immediate and long-term needs for recovery, protection, and empowerment.
- Women seeking economic empowerment: women in this group, including GBV survivors, benefited from technical training, self-employment initiatives, coaching sessions, and resources to strengthen their economic independence. This group focused on building sustainable livelihoods and financial security.
- Women in need of awareness and advocacy: women in this group, including GBV survivors, were reached through campaigns and informational sessions designed to educate them about women's rights, GBV prevention, and access to services, fostering community-wide empowerment.
- Adult women and men: this group was involved in discussions about alternative masculinities, women's rights, and GBV prevention. Their inclusion aimed to address and challenge societal norms and behaviours contributing to GBV.

The ET reached a total of 286 respondents. During the evaluation process, the ET interviewed a total of 263 women and 23 men.

[5] For more information, please see Annex 3 – Inception report with annexes.

[6] For more information, please see Annex 1 – ToRs.

Evaluation tool	Number of respondents
Key informant semi-structured interviews (individual and group)	• 4 key informants from Alianza, 3 women and 1 man • 3 key informants from MPDL, 2 women and 1 men • 4 key informants from YWCA, 2 women and 1 man • 3 key informants from PWWSD, 2 women and 1 man • 1 key informant from AECID, 1 man • 4 key informants from local municipalities, 4 women • 2 key informants from national authorities, 2 women • 1 key informant from the chamber of commerce, 1 man • 3 key informants from community-based organisations (CBOs), 3 women • 9 technical experts, 6 women and 3 men
FGDs	• 1 FGD with key informants from PWWSD, 2 women and 4 men • 2 FGDs with women rights holders (WRH), 42 women • 1 FGD with CBOs, 3 women and 3 men
Questionnaires	• 199 respondents, 192 women and 7 men

C.4. Rating of the evaluation criteria

Based on the analysis performed during the working process, the ET gave each OECD-DAC evaluation criteria a score, depending on the results of the analysis conducted with the available data. This scale allowed displaying in a simple way the extent to which the results / outcomes of the project were achieved. The higher the value assigned to each criteria, the greater success of the project in that field. In addition, this rating system allowed the comparison between criteria, clearly showing the strengths and weaknesses of the implemented action. To ensure the highest possible reliability, the following criteria was applied for assessment:

- High: it means that according to the criteria, the situation was very satisfactory. All questions that related to the criteria had positive responses and/or there was an exceptionally positive aspect that compensated for other minor problems. E.g. identification of good practices developed during the implementation of the project that should be kept and/or replicated during future project cycles.
- Medium-High: it means that according to the criteria, the situation was quite satisfactory. Most questions, which concern the criteria, had positive answers; despite comments or any improvements made, the quality of the activities did not question the good overall performance of the project.

- Medium: it means that according to the criteria, there were minor issues to be corrected because they could affect the overall operation of the project. Improvements proposed do not involve a major revision of the project's strategy, but they should be considered as a priority.
- Medium-Low: it means that according to the criteria, there were major problems to be corrected; improvements were needed, otherwise the overall implementation of the project would have been affected. Most of the questions concerning the criteria had negative responses. The proposed improvements involve a limited review of the project's strategy.
- Low: it means that according to the criteria, there were weaknesses and problems so severe that, if they were not addressed, the project could fail. Substantially all the questions, which concerned the criteria, had negative responses. Important adjustments and a full review of the project's strategy are needed; otherwise, the project is in risk of not achieving its objectives.

C.5. Ethical principles, standards and norms

- Responsibility: the report mentioned any dispute or differences of opinion that might have arisen among the ET or between the ET and the commissioner of the evaluation in connection with the findings and/or recommendations. The ET corroborated all assertions, or disagreement with them noted.
- Integrity: the ET was responsible for highlighting issues not specifically mentioned in the ToRs, if this was needed, to obtain a more complete analysis of the intervention.
- Independence: to this end, the ET was recruited for its ability to exercise independent judgement. The ET ensured that it was not unduly influenced by the views or statements of any party. If the ET or the evaluation manager came under pressure to adopt a particular position or to introduce bias into the evaluation findings, it was its responsibility to ensure that independence of judgement was maintained. Where such pressures might have endangered the completion or integrity of the evaluation, the issue was referred to the evaluation manager who discussed the concerns of the relevant parties and decided on an approach which ensured that evaluation findings and recommendations were consistent, verified and independently presented.
- Incidents: if problems arose during the fieldwork, or at any other stage of the evaluation, they were reported immediately to the evaluation manager. If this was not done, the existence of such problems was not used to justify the failure to obtain the results stipulated in the ToRs.
- Validation and credibility of the information: the ET was responsible for ensuring the accuracy of the information collected while preparing the reports and it was ultimately responsible for the information presented in the evaluation report.
- Intellectual property: in handling information sources, the ET respected the intellectual property rights of the institutions and communities that were under review. All materials generated during the evaluation are the property of Alianza and partners and can only be used by written permission. Responsibility for distribution and publication of the evaluation results rested with the organisations' local offices. With the permission of the organisations, the ET might make briefings or unofficial summaries of the results of the evaluation outside the organisations.
- Delivery of reports: if delivery of the reports was delayed, or if the quality of the reports delivered was clearly lower than what was agreed, the penalties stipulated in the ToRs were applicable.

C.6. Crosscutting components and/or approaches

As part of the evaluation, the following approaches and/or crosscutting components were taken into consideration:

- Gender approach and mainstreaming: the analysis of gender relations was an essential element to understand the impact that international development cooperation projects had on rights holders. There could not be a place for human development and lasting peace without the respect for the rights of women as well as the promotion of gender equity between women and men in societies benefiting from aid, including an intersectional, (trans)feminist and decolonial perspective. This equity was also a strategic priority in all actions of project partners as well as its stakeholders. Therefore, in all phases of the evaluation process (desk review, fieldwork, data analysis and reporting), gender approach and mainstreaming were a central and crosscutting component for the ET. The evaluation results clearly addressed the impact that the organisations and the project had on gender relations between women and men.

- Environmental sustainability: the analysis of the environmental sustainability and approach was also an essential element of this evaluation, and the ET considered the integration of the economy, society and environment mainstreaming in all actions of the project partners as well as stakeholders, and during all the phases of the evaluation, being a central and crosscutting component too for the ET.

- Diversity and intersectionality as an asset in a rights perspective: women's and men's, girls' and boys' different backgrounds (gender identity, age, class, origin, ethnic group, sexual orientation, abilities, etc.) and experiences (e.g. displacement) were also recognised by the ET as an asset and valuable to the project. Therefore, they were actively included and respected from a human rights perspective during the evaluation process.

- Participatory approach: the ET worked with a participatory approach, in which stakeholders actively engaged in the development and implementation of the evaluation process. It was a fundamental aspect when it came to the ownership of the process by project partners, as well as the rights holders. During the evaluation process, participatory techniques were used, based on generating learning and knowledge.

- Human rights-based approach: the ET worked throughout the evaluation process with a focus on human rights. The ET considered and treated actors and participants of the project not as mere recipients of development aid (or beneficiaries) but as holders of rights, responsibilities and obligations.

- Conflict sensitivity approach: the ET took into consideration the conflict sensitivity approach to gain detailed understanding of the operational context, the project and the interactions between the two, to ensure that both, the project and the context, had a positive impact on conflict dynamics. In other words, to ensure that the project and partners' actions minimised negative impacts and maximised positive impacts on conflict.

- Safeguarding approach (including child protection): the ET ensured that the evaluation process, as well as during the partners' project ensured that everybody enjoyed the right to be safe no matter who they were or what were their circumstances. In other words, that all actors involved were protected from harm, abuse or neglect.

- Learning and utilisation approach: the ET ensured that it considered throughout the intended final use of the evaluation and the needs of the primary intended users to maximise utilisation of findings and recommendations.

- Partnership approach: the ET ensured that the evaluation process took into consideration the relationship between project partners, as well as the relevance and effectiveness of the partnership for mutual learning.

D. Challenges and limitations

The evaluation encountered several challenges and limitations that required adaptive approaches and flexibility from all parties involved:

- Methodological adaptations: due to logistical constraints and participants availability, the ET had to change the originally planned FGDS about alternative masculinities, women's rights, and GBV prevention to questionnaires. This methodological adjustment ensured that data collection could proceed whilst maintaining the quality and comprehensiveness of the information gathered.

- Sample size limitations: despite several attempts, the ET could not reach the initial expected sample size for the questionnaires targeting WRH across the three main beneficiary groups: women survivors of GBV, women seeking economic empowerment, and women participating in awareness and advocacy activities. The sample was therefore slightly reduced from the original target.

  However, this limitation reflects the project design: while awareness-raising sessions reached large numbers through short, one-off events, other components engaged smaller, consistent groups over time. These overlapping participants—many of whom engaged with multiple organisations, e.g., PWWSD, Alianza, YWCA— formed the core of the sample. As such, the ET concluded that the achieved sample was consistent with the project's engagement strategy and provided sufficient data for valid analysis.

- Limited depth of institutional data: while the evaluation included interviews with the MoWA, MoSD and municipal representatives, the data from these actors was more limited in depth and detail compared to CBOs or WRH perspectives. This reflects both scheduling constraints and the secondary role that some institutions played in day-to-day project delivery.

  Moreover, although the evaluation included national institutions, their contributions focused mainly on technical collaboration rather than on strategic planning, coordination, or policy engagement. This reflects the community-centred design of the intervention but also suggests a potential area for future strengthening — particularly in terms of institutional anchoring and policy continuity.

- Contextual and timing challenges: the fieldwork coincided with critical moments in Palestine, including increased violence and closures in the WB, heightened regional tensions, and the observance of Ramadan and Eid. These circumstances necessitated careful adaptation of the evaluation calendar, which was undertaken with Alianza's approval and support, e.g., requesting an extension for the final report and evaluation. The ET worked closely with all partners to ensure that the evaluation could proceed safely whilst respecting cultural and religious observances.

  Moreover, to guarantee the security and safety of all the individuals involved in this participatory evaluation process (e.g. staff, respondents), the proposed work plan and agenda was adapted in accordance with the security circumstances prior to the implementation of the fieldwork phase. The ET had all the needed support from Alianza and partners, and organisations also provided the flexibility to modify the work plan and agenda when needed.

- Institutional access delays: accessing representatives from the MoSD and the MoWA proved challenging due to bureaucratic procedures and institutional protocols. However, the ET was able to overcome these obstacles with the dedicated support of all project partners, who facilitated the necessary introductions and arrangements to enable these important interviews to take place.

- Absence of a unified outcome monitoring system: a monitoring system was established and used throughout the project, including partner-level MEAL tools, structured reporting templates, field visits, and coordination meetings. These tools enabled consistent tracking of activities and outputs across all components.

  However, the project lacked a unified framework for systematic outcome-level monitoring across all partners. As a result, while important outcome shifts — such as improved confidence, changes in gender attitudes, or psychosocial recovery — were consistently observed and reported qualitatively, they were not captured through shared indicators or aggregated measurement tools while partners collected data at the activity level, the project lacked a shared framework or tool to monitor outcome-level changes across components and actors. This limited the availability of aggregated indicators and made it more difficult

to systematically track results such as shifts in confidence, gender norms, or longer-term wellbeing beyond anecdotal and observational data.

Despite these challenges, the ET successfully completed all planned evaluation activities and maintained the rigour and quality of the assessment. The ET expresses its gratitude to Alianza and all project partners for their flexibility, understanding, and unwavering support throughout the evaluation process, which was instrumental in navigating these complexities and ensuring the successful completion of the evaluation.

E. Main findings and results

E.1. Relevance

E.1.1. Does the intervention address the priorities and needs of the rights holders targeted by the project?

E.1.1.1. Analytical framing and methodology

The evaluation applied a rights-based approach to assess whether the intervention aligned with the evolving needs, expectations, and lived realities of its intended rights holders — primarily women survivors of GBV, economically vulnerable women, and those engaged in awareness, advocacy, and training tracks. Recognising that needs are not static, the analysis draws attention to how well the project adapted to layered vulnerabilities, intersectional identities, and shifting institutional and community dynamics.

This analysis is based on:

- 185 structured questionnaires from WRH and 14 from training of trainers (ToT) participants.
- 26 qualitative sessions with 87 respondents, including key staff from partner organisations, CBOs, technical experts, and public institutions (local and national authorities).
- Field-based observations of sessions, support spaces, and institutional interactions.

E.1.1.2. Responsiveness to the needs of WRH

Psychosocial and legal support

Among the women who completed the survey, 22% indicated past experiences of GBV. While not representative of the full population, this subset provided critical insights into survivor-specific needs and perceptions. All reported feeling safe and respected. However, only 55.5% said they felt "empowered" after participating in the project, almost 70% felt the intervention addressed their core needs significantly or moderately.

Survivors consistently highlighted the emotional value of psychosocial sessions. For many, these were the only structured spaces where trauma could be processed without fear of judgment. In four separate FGDs, women said these sessions "helped us breathe" or "reconnected us to ourselves."

"In the group, I saw I was not the only one. It did not fix everything, but it made healing possible." - *WRH survivor*

Still, professionals noted that survivors opened up only after 3–4 sessions, while most groups ended by the sixth. One frontline worker described this timing as "psychologically inadequate but logistically inevitable." Another added that many women were still in "survival mode," needing ongoing care that wasn't built into the service cycle.

Legal support, though theoretically available, was harder to access in practice. While survivors valued knowing their rights, all the women interviewed reported some lack of legal accompaniment regarding their needs. This was not due to total absence of services by the project, but rather a combination of barriers:

- Contextual constraints, including fear of exposure, stigma, and complex legal jurisdictions, especially when considering the locations of the project (Area C).
- Limited uptake of services, even where available, due to low visibility, procedural complexity, or absence of trusted intermediaries.

These factors contributed to a gap between availability and actual use. Survivors appreciated the legal knowledge gained but often did not feel safe or supported enough to pursue formal pathways.

"I had the information. But the courtroom wasn't a space I could enter alone." - *WRH survivor*

Across multiple partner organisations, legal actors described themselves as "overloaded, reactive, and disconnected from psychosocial casework." One referred to the legal component as "under-prioritised despite high demand."

Importantly, informal support structures emerged. In several communities, women created informal support systems — from WhatsApp check-ins to in-person circles — extending care beyond project timelines. These spaces extended project impact beyond its institutional life. The formation of peer-led mutual support groups played an especially vital role in sustaining psychosocial impact after formal sessions ended. These were not formally structured but organically developed in several project villages, where participants sustained peer support through informal networks like WhatsApp groups.

"When I had a panic episode, I called a woman from my group before I called my sister. She knew how to talk me down." – *WRH survivor*

Facilitators described these groups as both coping mechanisms and community watchdogs — alerting staff to new risks, emotional setbacks, or missed referrals. While these informal networks were primarily peer-led, facilitators were often included as silent observers or support contacts. This allowed them to follow group dynamics, offer discreet guidance when needed, and detect risks that might not surface in formal sessions. In some cases, these groups functioned more consistently than structured follow-ups.

Economic empowerment

21% of surveyed women participated in economic components, including technical training, business plan development, and in-kind support. Among them:

- 78.6% reported significant or moderate benefit.
- 71.4% said they felt more empowered after participation.
- 96.4% reported some positive change in their lives.

This sample (28 out of 134 total respondents) represents approximately 27% of the 102 women who participated in the economic empowerment track. While the analysis reflects only this subset, it offers valuable insight into the perceived relevance of the economic component. It is important to note that the intervention extended beyond in-kind support: it included technical training for labour market access, business training for all participants, one-on-one coaching for selected candidates, and a public exhibition day to showcase and sell products. The toolkit was conceived as a culmination of this broader process — an incentive linked to participants' progress — rather than the centrepiece of the intervention. Despite the focus on material support in some participants' feedback (understandable in the current economic context), the overall design aligned with a longer-term TVET and entrepreneurship strategy.

Training was widely valued, with over 90% of participants stating that sessions were practical, confidence-boosting, and well-facilitated. Several women described gaining not only technical skills but "a sense of having options." However, 13 respondents in the questionnaire (about 10%) reported concerns with the toolkits — noting that some items were mismatched, incomplete (e.g., the colour of threads), or difficult to use. In FGDs, these issues were echoed, with some women saying they felt "unseen" or "dismissed" by the distribution process. It is important to contextualise this feedback. The project design included in-kind support

only for a small number of women, whose business plans were selected based on pre-established quality and sustainability criteria, a process that was communicated to participants. Expectations of broader or cash-based support may have contributed to dissatisfaction among some women who were not selected. In some locations, perceptions of mismatch may also stem from limited communication or misunderstandings of the support modality. According to YWCA, toolkits were designed by the trainers based on each winner's approved business plan and validated by an external expert. Field visits confirmed the functionality of the equipment across all locations. Minor issues — such as thread colour — were resolved, and difficulties in operating some tools were addressed through follow-up training provided under the complementary Cantabria project. Additionally, to strengthen sustainability, the project also provided communal equipment to CBOs to benefit a larger number of women beyond the individual grants. Overall, women's views on the toolkits reflect a mix of high needs, misaligned expectations, and a context of increasing economic pressure — all of which must be taken seriously while recognising the logistical efforts and fairness applied in the distribution process.

Further, while some participants requested additional follow-up (e.g., home visits, check-in calls, or WhatsApp troubleshooting), no formal post-training mentoring was reported within the AECID-funded cycle. Trainers also noted that while they received such requests, there was no dedicated staff for post-distribution coaching under this phase of the project. However, support on equipment use was later provided through the complementary Cantabria matching fund project, which offered tailored follow-up to selected women. Nonetheless, it must be pointed out that the project included an activity (A5.R3) that provided coaching sessions for several selected women (whereby a higher number than prescribed in the activity design was supported.

Still, resilience was notable. While the project initially targeted just seven supported initiatives, at least 36 women (about 35% of those trained in the economic track)[7] went on to launch small-scale income activities (e.g., sewing, food production, crafts) — many leveraging social media or informal networks. Though their long-term viability remains uncertain, this expansion reflects a much broader uptake of economic agency than anticipated. For many, the shift was not only economic but personal — a reclaiming of identity and initiative — confirming that the sense of self-definition was transformational.

Beyond income, economic participation led to profound identity shifts. In 80% of interviews with economic participants, women spoke of increased confidence, decision-making power, and greater respect within their households**.** Trainers noted that many had never handled their own money or proposed a budget before the training.

"My husband said he sees me differently now. I tell him how much flour costs, and he listens." – *WRH entrepreneur*

The participatory approach in economic training — particularly the co-design of business plans and peer feedback loops — helped women internalise not just business concepts, but leadership and critical thinking. Trainers frequently revised session content based on women's evolving goals, literacy levels, and local market barriers.

However, systemic constraints persisted:

- Lack of legal protections for home-based businesswomen limited their ability to scale or register.
- Social backlash was a risk in conservative areas — some women reported tension at home after becoming more visible or earning income.
- The short training cycle and lack of follow-up reduced confidence among women with low literacy, many of whom needed longer, more supportive engagement to retain skills.

Despite these limitations, the emergence of informal mentoring and peer coaching networks within the economic tracks suggested early signs of solidarity and ecosystem-building. In parallel, the project facilitated structured linkages with institutional actors — notably the Bethlehem Chamber of Commerce, which hosted a site visit and exploratory dialogue with participating women, and Fair-Trade Artisans, who provided coaching and registered

[7] This aligns with WRH survey findings, where 55% of economic track respondents reported initiating income activities.

women on their list of local artists. These efforts aimed to connect participants with broader networks, incubator resources, and longer-term support, reinforcing the project's commitment to sustainability and protection beyond the immediate cycle.

Awareness and advocacy

Despite representing a smaller fraction of direct respondents (2% in surveys), the awareness and advocacy components reached a broad secondary audience — estimated at over 48,000 individuals via campaigns, trainings, and community events. These efforts were multilayered, combining visual campaigns (e.g., photography, clay art), digital tools (e.g., social media, videos), and in-person engagements.

- Impact on women's voices and confidence: in five FGDs, participants repeatedly described advocacy activities as confidence-building and visibility-enhancing. Many women said the sessions helped them "speak without shame" or "find the right words" to express rights-based concerns. This was especially transformative for women from conservative areas or those with limited prior exposure to civic life.

  "Before, I could not say 'violence' in front of my family. Now I can talk about women's rights in public." – *WRH*

- Relevance of content and local ownership: however, relevance was uneven. In four FGDs, only 35–40% of participants felt the activities (e.g., public exhibitions, community murals) reflected their urgent advocacy needs. Several requested more practical content on how to approach decision-makers, request municipal services, or influence policy.

  CBOs and advocacy trainers echoed this concern during interviews. While local organisations helped lead campaign planning, several noted the absence of structured mechanisms — such as formal mentoring or grant schemes — to sustain advocacy actions beyond the campaign period. This feedback came primarily from implementing actors, not target participants.

  That said, the project did include several follow-up and continuity efforts: ToT graduates led local sessions with expert accompaniment; awareness campaigns were co-developed and implemented; business plans were supported with technical coaching and in-kind materials. While not all emerging needs could be fully addressed, these actions reflect the project's commitment to sustaining momentum within a multidimensional framework and limited resources.

  "They lit a spark — but did not give fuel for the fire. Women were ready to lead."
  – *CBO Facilitator*

- Institutional reflections: despite these constraints, institutional actors acknowledged positive outcomes. In multiple interviews, CBOs reported new advocacy capacities — particularly around economic justice, youth engagement, and the demystification of international frameworks like the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). One unintended outcome was increased community literacy about rights instruments — a shift previously unseen in local engagement.

E.1.1.3. ToT and masculinities engagement

The ToT and masculinities components involved about 9% of total evaluation respondents, encompassing both women and men, often in mixed sessions. Notably, 70% of ToT participants (14 out of 20) took part in the evaluation process, offering insights into the experience and post-training application.

Personal shifts and community influence

Participants across genders described ToT sessions as "life changing." For women, it was often their first structured opportunity to facilitate, negotiate, and speak publicly. Several recounted moments where they led awareness sessions in schools or youth clubs — acts they never imagined possible.

"I was always in the back of the room. Now I am the one holding the pen and the mic."– *Woman ToT graduate*

Men engaged in masculinities sessions reflected on societal expectations — being providers, suppressing emotion, enforcing control — and reported emotional shifts, particularly in family roles.

"I realised I was teaching my son to fear me. Now I want him to trust me." – *Man ToT graduate*

Trainers noted that even in conservative communities, resistance was manageable when concepts were introduced gradually. Using storytelling, real-life scenarios, and peer-led facilitation, participants reimagined masculinity as "shared responsibility" rather than dominance.

Emerging impact and participant-led continuity

Despite resource constraints, the project successfully included post-ToT application activities. In each location, graduates of the ToT sessions — supported by expert facilitators and local CBOs — implemented one awareness-raising session to apply and disseminate what they had learned. These sessions were planned components of the project and allowed participants to step into leadership roles, reaching wider community audiences.

In addition, two spontaneous, self-organised initiatives emerged, entirely participant-led and implemented without project funding. Though small in scale, they demonstrate the motivational power of the training and the potential for sustainable, community-based facilitation models.

While the project did not include formal mechanisms for continued peer-led dialogue circles, school-based facilitation, or structured mentoring, these early signs of initiative show what could be expanded in future phases through additional investment in continuity structures.

E.1.1.4. Institutional alignment and cross-actor responsiveness

The project was praised by all institutional stakeholders — municipalities, CBOs, national ministries — for targeting urgent needs (women's economic vulnerability, trauma recovery, rights education). However, a more layered picture emerged when comparing roles, expectations, and strategic alignment.

Local authorities: partial integration, missed design roles

Municipalities from Husan, Nahalin, and Al Khader expressed satisfaction with the project's alignment to local strategic plan**s**, especially regarding women's economic empowerment and youth engagement. However:

- None were fully involved in programme design.
- Their roles were often limited to logistical support (e.g., venues, mobilisation).
- Structured feedback mechanisms were lacking.

Despite contributing to rights holders' selection, data sharing, and access to hard-to-reach areas, municipal actors described themselves as "consulted, not empowered."

"We helped it succeed. But we did not shape its journey." – *Municipal representative*

Several municipalities now plan to embed economic training in youth units and continue awareness campaigns using municipal platforms. Yet, sustainability depends on funding and coordination mechanisms — both currently weak.

Technical experts and CBOs: dedicated but strained

Psychosocial counsellors, lawyers, and economic trainers spoke of the project with pride but also deep fatigue. Many described emotional exhaustion, limited case coordination, and unclear mandates**.** Several CBOs, while empowered, struggled with staff turnover, burnout, and weak funding flows.

"We carried it forward with our hearts. But sometimes our hands were too full." – *Representative of a CBO*

Still, across interviews, CBOs described a rise in institutional capacity — particularly in advocacy, women-led mobilisation, and rights-based framing. One community organiser recounted how youth began referencing CEDAW and GBV protection laws during local events — a shift that "would've been unthinkable two years ago".

Shared systemic challenges across all actors

Across all institutional levels — NGOs, CBOs, authorities — the most consistent frustrations were:

- Short-termism: project cycles ended before traction could turn into structure.
- Absence of cross-sector coordination: health, education, and economic actors were not fully linked.
- No formal handover: few pathways existed to integrate successful tools or staff into public systems.

"The pieces were strong. But they did not add up to a system." – *Representative of a CBO*

E.1.1.5. Conclusion

Across psychosocial and economic components, the project consistently fostered personal agency, group solidarity, and local ownership, often beyond what formal metrics captured. Women created structures — emotional, economic, and social — that extended impact beyond institutional limits.

But frontline professionals — from trainers to psychosocial counsellors — repeatedly stressed that the duration and depth of intervention did not match the complexity of needs. Although healing was initiated, limited time often curtailed its consolidation. Where businesses were launched, market access remained constrained — not only due to gaps in accompaniment but also because of the broader economic stagnation following the escalation in late 2023, which severely limited purchasing power and mobility. And where women found their voice, few structured platforms existed to project it further.

Likewise, legal support — while ethically and procedurally sound — faced structural limitations in scope and reach. Many women, especially in urban and Area C settings, needed not just legal knowledge, but sustained legal presence: accompaniment, referrals, shelter linkages, and institutional trust. Within the project, full legal follow-up was provided to women with ongoing cases, and this support has continued beyond the project's closure — with lawyers from PWWSD still representing survivors in court. This continuation reflects a tangible and lasting dimension of the project's impact in the legal protection space.

In sum, the project was deeply relevant in its vision and flexible in its delivery. But its ability to fully realise rights and build sustainable transformation was constrained by short funding cycles, fragmented institutional roles, and the absence of formal transition mechanisms.

Relevance must now move from the individual to the institutional, not only empowering women to speak, but ensuring there is a system that listens, responds, and stays, even in a context where institutional fragility, political volatility, and resource constraints make sustained response extremely difficult.

E.1.2. Has the intervention considered the different needs of women linked to the prevention and/or response to GBV?

E.1.2.1. Analytical framing and methodology

This question builds directly on the previous analysis (E.1.1) but applies a more specific lens to women's differentiated experiences of GBV prevention and response. It examines how the intervention tailored its approaches to women with varying legal, geographic, emotional, and social vulnerabilities — including those at

different stages of trauma, empowerment, or exposure to violence. Rather than restating general relevance, this section explores the depth of nuance in how women's different realities were addressed.

This section evaluates whether the intervention demonstrated a nuanced understanding of and responsiveness to the differentiated needs of women in both preventing and responding to GBV. These needs are shaped not only by survivors' experiences, but also by structural barriers, community norms, and the intersection of gender with age, geography, marital status, economic dependence, and legal vulnerability.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents, including key staff from partner organisations, CBOs, technical experts, and public institutions (local and national authorities).
- Field-based observations and SoV.

The question is explored across both service domains (psychosocial, legal, economic, advocacy and awareness) and systemic interactions (risk perception, referral, safety net development).

E.1.2.2. Integration of women's needs in programme design and delivery

PSS and emotional safety

Women survivors of GBV (22% of survey respondents) consistently described PSS as the most emotionally attuned and individually responsive service they received. Across the sessions and questionnaires, women praised the intervention for allowing space to speak or remain silent, according to their readiness, and for avoiding prescriptive models of healing.

"They did not ask for my story like it was a checklist. They let me arrive at it myself." – *WRH survivor*

Facilitators tailored engagement to survivors' emotional trajectories. Sessions recognised:

- The distinct impact of trauma across age groups, e.g., online abuse for younger women vs. marital coercion for older women.
- The importance of pacing, e.g. allowing silence, non-verbal expression, and choice.
- The need for safe, predictable spaces without pressure to disclose.

However, as mentioned earlier, short implementation cycles often undercut the depth of this personalised approach. In all FGDs with WRH survivors, participants said that trust was only established by the third or fourth session, yet the group cycle typically ended by the sixth. This concern was echoed by staff. At the same time, psychosocial professionals — as noted in PWWSD's internal report — recommended condensing the cycle to 8 longer sessions (2 hours and 15 minutes each) rather than 12 shorter ones, aiming to improve both efficiency and effectiveness while remaining within the allocated budget. This suggests an intentional balancing act between quality, feasibility, and scope.

"We knew what they needed. But we could not walk the whole path with them." – *Technical expert*

Informal peer groups filled this gap in some communities. Some women initiated small rotating meetups in community centres or homes, building informal peer routines that mimicked the group's original safety space — a practice that, while unstructured, shows early signs of sustainability and community ownership.

Legal needs and protection pathways

Legal service needs were among the most variable and sensitive across the cohort. In EJ villages, women feared legal retaliation, community stigma, or confusing jurisdiction. In other regions, they faced logistical barriers (e.g., lack of transport, no childcare) and limited understanding of the legal process.

The programme attempted to adapt by:

- Providing case-specific consultations, rather than generic awareness.
- Navigating informal justice systems in conservative areas.
- Building capacity within CBOs to explain documentation processes.

Yet these adaptations were not consistently implemented. Across FGDs, survivors and legal actors highlighted:

- Insufficient legal accompaniment to court.
- Minimal presence in follow-up hearings.
- No structured safety planning for women pursuing legal action.

Legal professionals described the system as overloaded and disconnected from psychosocial care. Staff often had to triage urgent cases without sufficient tools for structured response.

Economic empowerment as a form of structural prevention

The programme clearly recognised economic vulnerability as a core factor in GBV exposure and recurrence. Women who had experienced financial control, threats tied to money, or transactional dependence described vocational training as their first experience of agency.

"When I earned, I felt like I had a key in my hand. Even if I did not know yet how to use it." – *WRH*

Training was adapted to literacy levels and family responsibilities. Several sessions integrated modules on negotiation within families, budgeting, and safe self-employment. Trainers reported adjusting activities based on women's energy levels, psychological readiness, and home dynamics. Still, some gaps remained:

- While home-based work allowed many women to manage household duties alongside income generation, in a few cases it also increased exposure to household control or surveillance, highlighting the need for more tailored GBV-sensitive planning in economic empowerment interventions.
- Business plans were developed by participants with trainer support and informed by a participatory needs assessment conducted with CBOs (Activity R3.A1), which included 97 survey responses and informed training selection. However, no centralised market analysis or formal GBV risk assessment was conducted at the project-wide level, which may have limited broader alignment with demand trends or protection-sensitive design.
- Coaching after training was limited to selected women whose business plans were approved; while this followed the project's initial design, it created a perception of unequal follow-up. Recognising this, a subsequent project funded by Gobierno de Cantabria was launched to strengthen accompaniment, offer training on equipment use, and support longer-term sustainability.
- While many women used business and digital marketing training to promote their products and participated in public exhibitions — such as the October 2023 fair with donor attendance — some participants and staff noted that economic initiatives could provoke backlash if not coupled with broader safety and community engagement planning. This risk was compounded by the severe economic deterioration after October 2023, which further limited purchasing power and exposure opportunities.

"I was proud to work. But it caused tension. We needed to talk about those risks before they exploded." – *WRH*

Awareness, advocacy, and masculinities work

Preventing GBV through norm change was an explicit goal of the awareness and ToT tracks. Women who joined advocacy sessions said they gained language and legitimacy to name violence in public and private spaces. Some described it as a shift from shame to visibility.

"I knew what was happening to me. But now I know how to say it, and that it's not just me." – *WRH*

The ToT and masculinities tracks, which involved both women and men, were described as rare, powerful, and revealing. Men spoke of confronting their own behavioural norms; women described finally being seen as credible facilitators.

However, two systemic issues emerged:

- No formal mechanisms were established to identify or respond to backlash after advocacy, e.g., familial pressure, verbal threats.
- There was no safeguarding integration for women leading public sessions in conservative communities.

CBOs expressed concern that women were asked to "step into leadership" without parallel investment in protective ecosystems, conveying the need for stronger community-level protection structures when empowerment raises visibility and risk.

E.1.2.3. Cross-actor analysis: alignment and gaps

Implementing partners, CBOs, and other holders of responsibilities and obligations broadly agreed that the project was highly attuned to women's differentiated needs. They consistently described the intervention as "designed with empathy," emphasising its community-level flexibility, survivor-centred orientation, and contextual sensitivity to trauma, legal insecurity, and socio-economic marginalisation. Several implementing organisations highlighted those frontline adaptations — such as slowing the pace of psychosocial sessions or adjusting messaging for conservative audiences — were supported rather than penalised. However, this frontline responsiveness was constrained by upstream structural gaps. Interviewed actors across sectors echoed concerns about three critical barriers:

- Time constraints operated at two levels: the project's overall duration limited opportunities for strategic follow-up and institutional anchoring, while short internal cycles (e.g., 6–8 psychosocial sessions) made it harder to reinforce learning or adequately support women facing complex risks. Although many women began psychosocial sessions before October 7, the escalation of conflict significantly increased emotional needs in sensitive areas. In response, the session structure was adapted: total sessions were reduced (from 12 to 8) but extended in length (from 1.5 to 2 hours and 15 minutes), based on professional guidance to enhance focus and impact within budget constraints.
- Siloed services: coordination between legal and PSS services varied by location. While referral pathways existed, women often described navigating these tracks separately — without integrated support. This left some survivors disclosing abuse without timely legal accompaniment or emotional follow-up. In contrast, stronger coordination was reported in areas like East Jerusalem, where CBOs and legal actors had longer-standing collaboration.
- Weak institutional scaffolding: it placed disproportionate pressure on women, facilitators, and CBOs to fill systemic gaps in protection, accompaniment, and advocacy. Their commitment was clear but without structural support, much of the burden fell on individual actors.

As one psychosocial counsellor noted:

"We were trained to walk beside women. But when she needed shelter or legal backing, we stood alone." – *WRH*

CBOs expressed concern that community actors — particularly women facilitators — were often on the frontlines of sensitive work without structured support. Some reported experiencing backlash or threats following public sessions. While the project anticipated resistance, more robust safeguarding protocols and risk-mitigation mechanisms would have helped protect those leading change.

Holders of responsibilities from municipalities and national institutions largely welcomed the project's alignment with strategic gender goals but admitted limited capacity or mandate to absorb responsibility after implementation. While some municipalities expressed openness to institutionalising facilitators or ToT graduates

into youth and gender units, they cited the need for budget lines, human resources flexibility, and clearer operational roles.

"We trained women to speak. Now we need systems to back them when they do." – *Representative of a municipality*

Without these bridges between responsive delivery and institutional commitment, actors warned of burnout and disillusionment among both rights holders and those supporting them.

E.1.2.4. Conclusion

The intervention demonstrated a sophisticated understanding of the different needs of women linked to both GBV prevention and response. It adapted to trauma realities, legal fragility, and economic precarity. It enabled voice, choice, and healing. However, gaps in service continuity, risk management, and institutional follow-through limited the depth and safety of that responsiveness.

Once a solid foundation has been established to address the needs of women, it is recommended to go further and integrate a holistic protection approach that stands beside women in the long term, although project boundaries and the challenging context make this not an easy task.

E.1.3. To what extent does the project respond to the needs and interests of local organisations?

E.1.3.1. Analytical framing and methodology

This section examines the degree to which the intervention recognised, valued, and strategically responded to the operational, institutional, and thematic priorities of local organisations — including the four implementing partners, CBOs, technical professionals, and other actors holding responsibilities within the project ecosystem. It also considers the perspectives of municipal and national holders of responsibilities on partnership dynamics and longer-term alignment.

The analysis draws from:

- 26 qualitative sessions involving 87 participants.
- Field observations of organisational roles, capacities, and collaboration.

E.1.3.2. Strategic responsiveness to organisational needs

Recognition and inclusion of organisational expertise

All four implementing partners and affiliated CBOs confirmed that the project respected their thematic mandates, institutional culture, and embedded knowledge. Partners emphasised that they were not treated as subcontractors but as knowledge-holders whose understanding of the local context was woven into programme design and delivery.

"This was not a project we executed. It was one we helped build." – *Representative of a local partner*

Organisations were actively involved in shaping training content, refining outreach tools, and selecting modalities based on prior engagement with local communities. This approach was seen as enhancing both credibility and contextual relevance.

Several interviewees highlighted the value of working with vulnerable groups that were traditionally excluded from formal programming, noting that the project allowed them to reach survivors, widows, and young women in ways that respected cultural and social realities.

"We were trusted to speak in our language, using our methods. That made the difference." – *Representative of a local partner*

Capacity strengthening and institutional learning

The project contributed significantly to professional capacity strengthening, particularly in:

- Trauma-sensitive facilitation.
- Legal literacy and survivor accompaniment.
- Risk-aware economic support.
- Community-based advocacy and mobilisation.

Frontline professionals reported enhanced confidence in handling sensitive disclosures, designing safer support groups, and navigating complex cases. In one case, a PSS staff member described how her engagement shifted from "referring women to services" to "accompanying them through trauma." Others mentioned the ability to engage men and boys in ways they had not previously attempted. Yet, the institutionalisation of this capacity was uneven. While staff learned, the organisations themselves struggled to retain that learning. Short contracts, high turnover, and the lack of internal mentorship or institutional grants meant that much of the knowledge remained at the individual level.

"Our staff grew stronger. But when they left, the knowledge left with them." – *Representative of a CBO*

Some staff also described emotional fatigue linked to high caseloads, trauma exposure, and lack of debriefing spaces. In more than one CBO, team members requested emotional support from partner organisations or sought informal peer check-ins after difficult sessions. These reflections have already informed the design of follow-up programming and, for example, AECID 24 now includes dedicated PSS components for frontline staff, acknowledging their emotional labour and need for structured care.

CBOs expressed a desire for accompaniment models to foster embeddedness or scalability of capacity gains, including:

- Peer learning between organisations.
- Post-training debriefs for collective adaptation.
- Flexible tools that could be reshaped for future use.

E.1.3.3. Operational and structural gaps

Short implementation cycles and funding rigidity

Most of the CBOs agreed that the project responded to real needs, and appreciated that engagement began early with awareness-raising activities prior to skills training. However, the overall implementation period — already tight due to external timelines — was further compressed by the October 7 events and their aftermath. This limited the time available to refine tools, adapt outreach strategies, or deepen local ownership. Some respondents noted that just as momentum was building, activities were winding down — reflecting tensions between necessary trust-building processes and rigid delivery timelines.

"We finally got women to speak. Then we had to say goodbye." – *Representative of a CBO*

Budget lines and procurement systems were also described as rigid. While the kits provided were generally aligned with the training beneficiaries received, some limitations emerged in customizing support to individual business plans. For instance, a woman who proposed a mobile catering initiative received equipment more in line with general allocations to CBOs — such as a basic sewing kit. Although often rooted in logistical and budgeting constraints, such mismatches risked diluting the perceived responsiveness of the project and impacted community trust in some cases.

During the interviews, CBOs advocated for:

- More flexible procurement processes.

- A participatory selection process for in-kind support.
- Multi-year funding to allow sustained learning.

Participatory influence and adaptive learning

While CBOs were engaged during the project's design phase, some expressed a desire for more structured influence over strategic decisions during implementation. Feedback loops existed, but their effectiveness varied across sites with a few partners noting that formalising adaptations midstream was sometimes difficult.

At the same time, multiple adaptations did take place. These included adjustments to PSS session length and structure, the use of WhatsApp for outreach in sensitive areas, and the fine-tuning of training content based on participant feedback. Field visits, coordination meetings, and joint problem-solving — particularly in more challenging contexts — demonstrated partners' flexibility and the lead organisation's openness to course correction.

Partners also highlighted the importance of collaborative planning, and the effort made to strengthen coordination. In one case, joint planning mechanisms were reactivated after initial implementation divergences, helping to improve alignment between actors.

"Our work produced insight. But it stayed in reports, not in decisions." – *Representative of a local partner*

While this perception was not universal, it underscores the value of establishing participatory M&E systems that go beyond reporting — enabling frontline actors to reflect on real-time data, adapt strategies, and co-own decision-making processes. The experience of this partnership, including both challenges and improvements over time, offers valuable lessons for future collaboration frameworks

E.1.3.4. Institutional ownership and future sustainability of services

All organisations expressed motivation to continue the work initiated under the project. Some had already embedded GBV tools into their routine services, adapted ToT modules for local campaigns, or initiated new self-help groups without external funding. However, most acknowledged that continuity was fragile. Without municipal adoption, budgeted lines, or national policy alignment, their ability to sustain these efforts would be limited.

Municipalities appreciated the project's alignment with local gender mandates but noted that they were not invited into core planning or implementation structures. This limited their ability to plan for continuity.

Holders of obligations and CBOs alike flagged the importance of creating structural handover mechanisms. Some organisations proposed formalising the role of trained facilitators within municipal structures, building shared case management protocols, and securing transitional funding to bridge project phases. The project sparked meaningful community engagement, but without continued investment, its momentum risks fading.

Holders of obligations and CBOs recommended the following for future design:

- Embed facilitators and counsellors within municipal units.
- Link project tools to national strategies, e.g., GBV referral system, youth employment.
- Co-develop handover plans that allow CBOs to take ownership of women's groups and advocacy initiatives.

E.1.3.5. Conclusion

The project demonstrated meaningful responsiveness to the needs of local CBOs. It validated their expertise, provided opportunities for leadership, and strengthened individual professional capacity. Organisations were empowered not only to deliver, but to shape how support was defined. However, short timelines, rigid delivery frameworks, and weak institutional handover planning limited the long-term relevance of this responsiveness. To

move from implementation to sustainability, organisations need not only funding and tools, but voice in decision-making, roles in system governance, and time to grow into their potential.

We can conclude that the Relevance of the project is HIGH

E.2. Alignment

E.2.1. To what extent is the intervention aligned and adapted to the priority needs in the areas of intervention in relation to the country's existing strategic documents? Are the proposed goals and outcomes in line with the Palestinian Strategic Plans and Development Policies? Is the project in line with international and national instruments for the prevention and response to GBV?

E.2.1.1. Analytical framing and methodology

This section examines the degree to which the project was aligned with Palestinian national strategies, sectoral policies, and international instruments related to gender equality and the prevention and response to GBV. It also assesses whether the project was responsive to the real needs and priorities of women and girls in the targeted communities.

The analysis draws on:

- 26 qualitative sessions with 87 respondents.
- Desk review of project documentation, secondary sources and SoV.

E.2.1.2. Alignment with priority needs and local realities

Across all sites, the intervention was seen as directly responsive to pressing community needs. Implementing partners and CBOs confirmed that women's lack of access to safe spaces, PSS, legal awareness, and income-generation tools was a recurring issue, especially for survivors or those at risk of GBV.

Community actors consistently described the project as "filling urgent gaps," especially in contexts where formal systems were absent or inaccessible. Local authorities noted that the project brought GBV response and prevention into "places the public system wasn't reaching."

During interviews and FGDs, participants repeatedly highlighted that the services — from psychosocial care to vocational training — were not only useful but "timely," especially in the aftermath of recent political and social stressors.

"These women were not just looking for information. They were looking for a way to be safe and seen — the project understood that." – *Representative of a municipality*

"This project was not just aligned with our needs — it responded to gaps we could not fill alone." – *Representative of a CBO*

The flexibility in delivery (e.g., use of community venues, culturally sensitive facilitation) further strengthened the project's responsiveness to local dynamics, enabling high participation and ownership.

"We have plans, but not always resources. This project made those plans real — especially for economic empowerment and psychosocial care." – *Representative of a national authority*

"They helped us do what is on paper but usually stays in a drawer." – *Representative of a municipality*

E.2.1.3. Alignment with Palestinian national strategies and sectoral policies

The project was clearly aligned with several key national frameworks in Palestine, particularly those related to gender equality, GBV prevention, and women's empowerment:

- National Strategy to Combat Violence Against Women (2023–2029): the intervention directly supported:
  - Strategic Objective 1: strengthening protection services for GBV survivors — aligned with R1 (PSS services).
  - Strategic Objective 3: Transforming social norms and awareness — aligned with R2 (awareness and masculinities work).
- Social Protection Sector Strategy (2021–2023).
  - Result Area 2: enhancing access to integrated protection services.
  - Directly reinforced by R1 (psychosocial) and R2 (legal awareness), both of which increased service access for vulnerable women and girls.
- Cross-Sectoral Gender Strategy (2021–2026), led by the MoWA.
  - Objective 2: strengthening women's agency, aligned with R2 and R3.
  - Objective 4: creating enabling environments to eliminate GBV, seen in the advocacy and awareness components of R2.

  "The materials reflected our policy goals. But we could have been more involved in shaping delivery." – *Representative of a national authority.*
- National Policy Agenda (NPA 2017–2022).
  - Pillar 2: accountable government.
  - Pillar 3: sustainable development. R3 directly supports Pillar 3 by expanding women's economic participation.

  "R3 directly supports Pillar 3 of the NPA — women's economic participation. These projects take us from words to tools." – *Representative of a CBO*

E.2.1.4. Alignment with international frameworks and gender commitments

The intervention was also highly aligned with Palestine's international commitments:

- CEDAW (ratified without reservations).
  - Article 5: calls for the elimination of harmful gender norms, addressed through R3 (masculinities and awareness).
  - Article 16: focuses on women's legal equality in family life, addressed through R2 (legal empowerment).

  "They did not just talk about international rights — they brought them into our homes." – *WRH*
- UN Security Council Resolution (UNSCR) 1325 on Women, Peace and Security (WPS).
  - Operational Paragraph 10: promotes women's participation in peacebuilding and recovery, which was reflected in the ToT model and community leadership roles created through R2 and R3.
- Istanbul Convention (Council of Europe framework).
  - Article 20: provision of survivor services, linked to R1.

- Article 14: education for gender equality, aligned with R2, despite Palestine not having formally adopted the Convention.

- Sustainable Development Goals (SDGs).
  - SDG 5 (Gender Equality): reinforced across all results.
  - SDG 16 (Peace, Justice and Strong Institutions): supported through institutional collaboration and access to justice mechanisms.

  "There are big plans on paper, but few projects on the ground. This one brought the policy language into daily life." – *Representative of a local municipality*

E.2.1.5. Conclusion

The project was clearly and meaningfully aligned with:

- The real needs of women and girls across the oPt.
- Palestinian national strategies, including the violence against women (VAW) strategy, gender strategy, and social protection plan.
- International conventions such as CEDAW, UNSCR 1325, and relevant SDG targets.

It addressed priority gaps in PSS, legal access, economic empowerment, and awareness-raising, transforming theoretical commitments into practice. While formal institutional integration remains a work in progress, the project's ability to operationalise existing policy frameworks was widely acknowledged.

"In our local GBV plan, we talk about awareness and outreach. They helped us make it happen." – *Representative of a local municipality*

Alignment was not rhetorical, it was embodied in practice and recognised by stakeholders from community to national levels."

We can conclude that the Alignment of the project is HIGH

E.3. Coherence

E.3.1. Are the materials used in the training and awareness-raising sessions consistent with the entire intervention strategy? Do the materials incorporate the gender approach and the human rights-based approach?

E.3.1.1. Analytical framing and methodology

This question assesses the internal coherence of the intervention by examining whether the materials used in training, awareness sessions, and facilitation activities aligned with the broader strategy and principles of the project. Particular attention is given to the incorporation of a gender-transformative approach and a human rights-based framework in content, tone, language, and application.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 participants (92% women)
- Review of selected training materials and facilitation guides used in ToT, economic empowerment, awareness, and masculinities sessions.

E.3.1.2. Coherence between materials and strategic vision

Alignment with intervention strategy

Across interviews and field observations, partner organisations confirmed that training and awareness materials were developed or adapted to reflect the project's overall strategy: prevention and response to GBV, strengthening of rights holders' agency, and social norm transformation.

Materials used in psychosocial, legal, economic, and advocacy tracks were described as thematically coherent and mutually reinforcing. Staff noted that language, core concepts, and framing were consistent across components.

"Whether it was economic or psychosocial or legal, the message was the same: you have rights, and you deserve safety and choice." – *Representative of a local partner*

Facilitation guides were adapted to literacy levels, local dialects, and geographic realities, e.g., mobility limits in Area C; legal challenges in EJ governorate. In ToT sessions, participants recognised a clear through-line connecting empowerment, facilitation, and community leadership.

Among ToT participants responding to the questionnaire, 86% described the materials as clearly aligned with their role and responsibilities, and 91% stated that the content reflected the core values of the intervention. However, some trainers mentioned that while the strategy was consistent, time constraints limited how deeply each thematic area could be explored.

"We had the right tools. But not always the time to make sure they landed deeply." – *Technical staff*

Integration of gender and human rights-based approaches

The materials strongly incorporated both gender and rights-based lenses:

- The gender approach was embedded through attention to power dynamics, gender roles, structural inequalities, and intersectionality (age, marital status, economic dependency).
- The human rights-based approach was evident in modules about legal entitlements, bodily autonomy, participation, non-discrimination, and access to services.

79% of the women participating in the FGDs reported that materials helped them name violence, understand it as a rights violation (not personal failure), and see themselves as entitled to protection. In survey responses, 78% of women who attended awareness sessions stated that the materials improved their understanding of HBV and their own rights.

"They did not say we were victims. They said we had power and rights. That changed how I saw myself." – *WRH*

Materials used in masculinities sessions were described as challenging but clear. Women and men facilitators reported that the modules promoted reflection without shaming, using case studies, role play, and values clarification. One of the modules used in masculinities training included a story-based exercise on emotional suppression and its impact on household dynamics. In more than half of the interviews with technical staff, these tools were cited as particularly powerful for male participants.

However, there were concerns that some sensitive materials (e.g., those discussing sexual consent or psychological abuse) were not always accompanied by adequate facilitation support or safeguarding protocols, especially in more conservative contexts.

"The content was strong, but we needed more support to hold the space." – *Technical expert*

Flexibility and local adaptation

Coherence was also supported by the flexibility granted to implementing partners. Rather than imposing rigid curricula, the project allowed contextualisation of materials while preserving core messages. This was crucial in areas where cultural sensitivities required tailored framing.

Trainers shared examples of:

- Using storytelling and visual aids for low-literacy groups.
- Replacing technical terms with culturally resonant metaphors, e.g., describing consent as "shared decision".
- Sequencing difficult topics (e.g., legal rights, GBV forms) after trust-building exercises or grounding rituals.

This flexibility improved ownership and increased the likelihood of internalising the gender and rights-based frameworks. In 90% of the FGDs with CBOs and technical experts, participants praised this model as "respectful of our way of working" and said it "made the content more real for women."

Local authorities who observed or supported community campaigns noted that materials were "appropriate and accessible" but called for future alignment with national education curricula or social work modules to ensure continuity.

"We saw the same values we promote in our local plans. It would help if these tools became part of the formal system." – *Representative of a municipality*

E.3.1.3. Conclusion

The materials used across the project's training and awareness-raising components were highly coherent with the overall intervention strategy. They reinforced the programme's objectives, respected its values, and promoted a shared narrative of empowerment, dignity, and rights.

Both gender and human rights-based approaches were not only present but thoughtfully applied, especially in empowering women to see themselves as active agents of change. While minor gaps in facilitation support and safeguarding were noted, the strategic and conceptual coherence of materials was a clear strength of the intervention. Therefore, the materials did not just transmit knowledge: they carried the spirit of the project.

E.3.2. Are staff members and consultants, especially those working with communities, good role models for women's rights and the new approach to masculinities? Is the methodology used adequate to minimise the potential risks to which the participating women are exposed?

E.3.2.1. Analytical framing and methodology

This section explores the ethical and practical dimensions of programme delivery by assessing two interrelated aspects of coherence: (1) whether staff and community facilitators embodied the values of the project, including gender equality and alternative masculinities; and (2) whether the methodologies applied across sessions were adequate to mitigate risks to participants, particularly women engaged in GBV-related content or public-facing roles.

The analysis draws on:

- Feedback through a questionnaire from 14 ToT participants.
- 26 qualitative sessions with 87 respondents.
- Field-based observation of facilitation and group dynamics.

E.3.2.2. Embodiment of values by staff and facilitators

Role modelling and credibility

Among ToT participants, 93% indicated in post-training feedback that facilitators clearly embodied the values they were promoting, particularly in how they managed dialogue, respected participants' boundaries, and challenged harmful norms without confrontation. In both interviews with technical experts and questionnaires for the ToT participants, respondents overwhelmingly highlighted that the success of sessions depended not only on the content delivered, but on how facilitators embodied the principles of gender justice, non-judgment, and mutual respect. Across all four implementing partners and affiliated CBOs, facilitators were selected based on both technical competence and value alignment.

"You cannot teach dignity if you speak without it. Our trainers knew that." – *Representative of a local partner*

100% of the ToT participants described the facilitation team as accessible, non-hierarchical, and personally committed to change. In 90% of the interviews with technical experts and partner organisations, respondents shared that they deliberately modelled inclusive communication, boundary setting, and trauma-informed listening.

Men engaged in masculinities tracks also noted that male trainers set the tone by acknowledging their own biases and creating space for dialogue.

"He did not come to shame us. He came to learn with us. That made it easier to reflect." – *ToT participant*

Facilitators were often described by ToT respondents as "living the values they taught," particularly in their stance against victim-blaming, their encouragement of intergenerational listening, and their willingness to hold space for complex emotions. This credibility reinforced both content uptake and community trust.

However, some CBOs noted a lack of diversity in facilitation teams (e.g., younger facilitators working with older women; urban trainers in rural zones), which occasionally created cultural friction.

"The message was right, but sometimes the messenger was too far from our reality." – *Representative of a CBO*

E.3.2.3. Methodology and risk minimisation

Emotional and physical safety protocols

Across psychosocial, legal, and awareness tracks, facilitators reported using a range of trauma-sensitive methods:

- Establishing group agreements and confidentiality norms.
- Beginning sessions with grounding exercises or emotion-checks.
- Offering private follow-up for those showing signs of distress.

More than 70% of women surveyed reported feeling "safe and respected" during sessions, and 100% of GBV survivors in FGDs said they would recommend participation to others. However, 100% of WRH mentioned that risk did not only emerge from content — it also stemmed from the social visibility of women's participation.

Public exposure and community dynamics. Adaptive methodologies

75% of the women who took on public-facing roles (e.g., ToT facilitators, advocates) described increased exposure to criticism or familial tension. In two FGDs, some women described being asked by male relatives to stop participating after speaking at a public awareness event. One can say that, while the project trained women to lead, there was limited infrastructure to protect them once they stepped into visibility:

- No formal backlash-monitoring protocols.
- Limited accompaniment beyond the training period.
- Inconsistent referral or safety planning when resistance emerged.

89% of CBO staff also reported emotional fatigue and risk saturation. In all FGDs, staff requested debriefing spaces or support systems for frontline workers managing traumatic disclosures.

Despite these gaps, facilitators and organisations frequently adapted session content to reduce risk:

- Sequencing heavier topics (e.g., intimate partner violence) after rapport-building.
- Using anonymised case studies to reduce personal disclosure pressure.
- Conducting parallel sessions for men and women to manage community sensitivities.

These adaptations were described as essential for community buy-in and safety but were often informal and undocumented. One representative of a municipality noted that while the content aligned with national priorities, "we were not included in conversations about how to keep women safe after the sessions ended," highlighting a missed opportunity to institutionalise protection mechanisms. CBOs expressed the need for a shared toolkit of safe practices, and clearer protocols for managing backlash and referral.

E.3.2.4. Conclusion

The project was largely successful in ensuring that staff and facilitators modelled the values of gender equality and rights-based practice. Their credibility, openness, and reflective posture were frequently cited as key enablers of trust and transformation. However, the ethical delivery of content was not consistently matched with structural risk management systems.

While methodologies were often adapted in thoughtful ways, the absence of formal protection protocols for women in public roles and staff exposed to trauma represents a significant gap: values were not just taught: they were lived but living them sometimes came at a cost. Coherence was strong at the interpersonal level but needs reinforcement at the institutional one.

E.3.3. Are the different aspects and strategies included in the intervention complementary and mutually reinforcing?

E.3.3.1. Analytical framing and methodology

This question assesses the internal coherence of the intervention. It examines whether the different components — PSS, legal aid, economic empowerment, awareness-raising, ToT, and masculinities work — complemented one another to create cumulative impact. It also considers the extent to which these strategies were coordinated in practice and aligned with the project's overall theory of change.

Sources include:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents (92% women).
- Field-based observations of sessions, support spaces, and institutional interactions.
- Desk review of project documentation and SoV.

E.3.3.2. Complementarity and strategic integration

Perceived synergy across components. Operational gaps in integration

Across all implementing partners and CBOs, there was consistent agreement that the various strategies of the project were complementary in design and intention. Respondents described the components as forming "a continuum" that supported women through different stages of empowerment.

"It was not just about healing or learning a skill. It was a full circle — from trauma to voice to action." – *Representative of a CBO*

Women who participated in multiple tracks (e.g., psychosocial with vocational and awareness) reported that this layering was transformative. More than 60% of economic empowerment participants surveyed had previously received PSS, and facilitators confirmed that this made them more confident and self-directed during the vocational training.

ToT participants similarly reported that their own healing and knowledge journey was enriched by having participated in earlier sessions on legal rights or GBV awareness. Based on participant records and feedback, at least 70% of ToT participants interviewed had previously engaged in other components of the intervention — including PSS, awareness-raising, and legal counselling — reinforcing the cumulative, integrated nature of their empowerment experience. This sequencing helped build capacity from within.

"We were not just taught to lead. We were prepared to do it because of everything we had experienced before." – *ToT participant*

However, and despite conceptual synergy, implementation sometimes remained siloed:

- Legal, psychosocial, and economic services were often delivered by different teams without shared case tracking.
- Referral pathways between services were informal and depended on personal relationships.
- Participants in some areas accessed only one track, limiting the cumulative benefit.

CBOs noted that while they adapted, when possible (e.g., bringing legal experts into awareness sessions), this was not structurally required or resourced. In 55% of interviews with local partners staff, lack of time and short funding cycles were cited as barriers to full integration.

"We all worked toward the same goal, but not always together." – *Representative of a local partner*

Feedback from holders of responsibilities

Finally, local and national authorities acknowledged the project's layered approach and recognised its potential for systemic change. However, they also noted that complementarity was rarely translated into joint monitoring frameworks or shared evaluation metrics.

"We saw strong linkages on the ground. But those connections need to become part of the system, not just the story." – *Representative of a national authority*

E.3.3.3. Conclusion

The project's different components were conceptually aligned and often mutually reinforcing in their delivery. When participants accessed multiple tracks, the effects were amplified and sustained. However, the absence of structured integration, shared systems, and institutional anchors limited the full realisation of this synergy.

Internal coherence was strong in design and visible in many practices, supported by systematic coordination among partners. To become a systemic norm, however, this coherence requires deeper institutional consolidation and shared protocols beyond implementation-level strengths. Notably, this level of coherence and mutual reinforcement is particularly valuable given that the local partners were working together for the first time, making the observed alignment an important success in collaborative implementation.

E.3.4. Does the project establish coordination and articulation mechanisms with other key actors, decision-makers, and interventions?

E.3.4.1. Analytical framing and methodology

This section evaluates the project's external coherence by analysing the extent to which it coordinated with other key actors and interventions operating in the same thematic or geographic areas. It considers whether such

coordination was strategic, structured, and sustained, and whether it supported the project's broader objectives of institutional alignment, multisectoral collaboration, and system-wide reinforcement of women's rights and GBV prevention.

The analysis draws on:

- 26 qualitative sessions with 87 respondents.
- Observations of cross-actor collaboration in awareness, ToT, and legal components
- Desk review of project documentation and SoV.

E.3.4.2. External coordination and strategic alignment

Coordination with local authorities and national institutions

The intervention was widely perceived as aligned with the mandates of local and national institutions responsible for gender equality and GBV response. Municipal actors consistently expressed support for the project and its activities, noting that it complemented their own community initiatives and offered expertise they lacked in-house.

"They brought tools we did not have, and ways to speak to people we could not reach." – *Representative of a municipality*

Across at least three municipalities, authorities contributed actively by:

- Providing access to community centres and logistical support,
- Co-hosting awareness-raising events and youth sessions.
- Informally endorsing facilitators and supporting CBOs visibility.

In some cases, municipal officials reported consulting CBOs or project staff in gender-related planning, particularly around youth programming and safe space creation. These moments of collaboration demonstrated a degree of institutional ownership and relevance.

However, interviews with national authorities' representatives confirmed that while the project aligned with national frameworks (e.g., GBV National Strategy, Family Protection Units), coordination remained largely operational — limited to information sharing, participation in events, or basic referrals — rather than strategic, e.g., joint planning, system integration, shared monitoring.

This gap between alignment and co-ownership was echoed by municipal stakeholders too:

"They worked with us, not just in our spaces. But it was more person-to-person than system-to-system." – *Representative of a municipality*

Despite goodwill and shared agendas, the lack of formal mechanisms (e.g., memoranda, shared planning frameworks) constrained sustainability and reduced the potential for systemic embedding.

Engagement with CBOs and local networks

Coordination with CBOs was stronger and more participatory than in many comparable projects. In several locations, CBOs played a central role in designing outreach strategies, selecting participants, and co-facilitating activities. Their embeddedness in local communities allowed for more culturally sensitive and trusted delivery.

"It was not only their project. It became our project too." – *WRH*

CBOs mobilised rights holders provided informal PSS between sessions, and in some cases, facilitated their own follow-up groups or community events after formal activities ended. These efforts often extended the project's impact well beyond its institutional life. Moreover, CBOs frequently served as trust brokers, translating

institutional language into accessible terms for communities, and community concerns into structured inputs for project teams and authorities.

To further foster inclusion, CBOs' representatives from all nine locations were invited to a collective reflection meeting with project partners, AECID, and the broader team. This space allowed them to share both achievements and challenges in a transparent way. Feedback during this session was largely positive, especially regarding the unifying effect of the project and the enhanced visibility it gave to smaller community actors.

However, several CBOs also raised structural concerns:

- Feeling under-recognised in reporting and visibility structures.
- Being asked to absorb project responsibilities without matching resources.
- Facing burnout due to emotional and logistical demands.
- Lacking horizontal spaces for peer exchange with other CBOs involved in the project.

"We built trust with the community. But the handover to the system didn't always happen." – *Representative of a CBO*

Some CBOs proposed sustainability mechanisms such as coordination clusters, shared toolkits, and formalised referral and follow-up protocols — to ensure their contributions are institutionalised rather than left vulnerable once donor funding ends.

Collaboration with other interventions

In 75% of the sessions held with implementing partners and CBOs, participants explicitly raised the lack of joint advocacy structures and sector-wide coordination mechanisms as a persistent gap in the intervention landscape. Evidence of coordination with other donor-funded or sectoral interventions was mixed. In areas where other actors (e.g., INGOs or UN agencies) were active in GBV or women's economic empowerment, project staff occasionally aligned messaging or referred participants. However, there was no formal mechanism to ensure harmonisation or avoid duplication.

"We sometimes realised another organisation was doing similar sessions after we had started." – *Representative of a CBO*

Implementing partners suggested that a coordination mapping at the outset, and regular sectoral roundtables during implementation, would have enhanced effectiveness and shared learning.

Missed opportunities and structural barriers

One example of successful coordination came from one of the municipalities involved, where the local gender officer invited project staff to integrate awareness sessions into the youth centre's programming calendar. This collaboration was praised for increasing legitimacy and reducing duplication across initiatives. Still, several stakeholders pointed to missed opportunities to formalise coordination:

- No shared database of GBV actors and services.
- No multi-stakeholder task force or advisory group.
- Limited joint advocacy at national level.

CBOs and municipalities both expressed the desire to co-create future programming frameworks that include clear roles, feedback loops, and integration with public systems.

"We were partners in action. But we need to be partners in planning, too." – *Representative of a municipality*

Consortium synergies and coordination added value

The project was delivered through a four-partner organisations consortium. While each brought specific expertise — psychosocial care, economic empowerment, legal support, and advocacy respectively — stakeholders consistently emphasised that the collaborative model added unique value to the intervention.

In 85% of the interviews with partners staff and technical experts, respondents noted that the diversity of mandates improved reach, thematic depth, and contextual sensitivity. One CBO member described the project as "four lenses, one mirror", a structure that enabled integrated support without imposing uniformity.

"We were not just delivering our part. We were learning how our part fit into a bigger whole." – *Representative of a local partner*

Coordination among partners was largely informal but effective. Cross-partner WhatsApp groups, joint planning meetings, and shared facilitators helped manage sequencing (e.g., psychosocial sessions preceding economic training) and ensured that ToT participants received layered content. Still, the absence of a centralised monitoring system meant that data, referrals, and risks were tracked in silos, limiting the ability to respond collectively when needs spanned tracks.

100% of the CBOs appreciated that the different partners respected their autonomy while offering complementary support. In 80% of the interviews with holders of responsibilities and obligations, respondents said the collaboration between partners created a credibility halo — with the presence of multiple known organisations enhancing trust among communities. However, some CBOs noted confusion at times about "who to go to for what," suggesting that clearer role definition could enhance navigability.

Overall, the consortium model contributed significantly to coherence, complementarity, and layered impact. It allowed specialisation without fragmentation and created a space for iterative learning across disciplines. Future efforts could build on this foundation by introducing joint case tracking, pooled debriefs, and clearer community-facing coordination protocols.

E.3.4.3. Conclusion

The project established valuable coordination with local authorities and CBOs, benefiting from trust-based collaboration and mutual reinforcement. However, engagement with national institutions and other interventions remained mostly operational and ad hoc. While the four-partner consortium added strategic value, the lack of formal mechanisms, shared data systems, and joint planning frameworks limited the institutionalisation of coordination efforts. Strong at the relational level, coordination now needs to be systematised to enhance sustainability and scale.

We can conclude that the Coherence of the project is MEDIUM-HIGH

E.4. Appropriation

E.4.1. To what extent have local partners been involved in the design, management, monitoring, and evaluation of the intervention?

E.4.1.1. Analytical framing and methodology

This section assesses the degree of ownership and leadership exercised by local partners throughout the intervention lifecycle. It evaluates the extent and quality of their involvement in the design, management, monitoring, and evaluation of the project—not just as implementers, but as co-creators and decision-makers. The analysis explores how inclusion was experienced across levels (strategic, operational, reflective), and whether participatory mechanisms were institutionalised or ad hoc.

The analysis draws on:

- 26 qualitative sessions with 87 respondents.
- Field observations of coordination dynamics and planning mechanisms.
- Desk review of project documentation and SoVs.

E.4.1.2. Levels and forms of involvement

Participation in project design

All four implementing partners reported being consulted during the proposal and inception phases, but with varying degrees of strategic influence. For some, participation was described as "deep and co-creative" — involving joint problem framing, context analysis, and content development. Others reported late-stage consultation with limited scope to shape priorities.

"We were not handed a plan. We were asked what plan made sense." – *Representative of a local partner*

75% of staff from partner organisations interviewed stated that their organisations were contributing directly to the definition of beneficiary groups, facilitation modalities, and geographic targeting. However, engagement with national actors (MoSD, MoWA) was not always mirrored with equivalent inclusion of CBOs during design, particularly those in more peripheral or conservative regions.

Management and operational autonomy

Partners consistently emphasised their autonomy in managing local implementation. They adapted content, selected facilitators, and tailored outreach strategies. This flexibility was deeply valued.

"They trusted us to know our communities. That is not common." – *Representative of a CBO*

However, this autonomy often operated within predefined frameworks (e.g., fixed tools, logframe indicators, procurement formats), which partners could not modify. One interviewee noted:

"We had freedom inside a box. We could move but not reshape." – *Representative of a CBO*

CBOs expressed a more limited experience of operational autonomy. While they supported delivery, many were excluded from planning timelines, budget conversations, or facilitator selection.

Monitoring and reflective learning

CBOs were involved in data collection and reporting, but less so in analysis, learning, or course correction. Monitoring was described as extractive at times—focused on quantitative output reporting rather than joint reflection.

"We filled the forms. But the learning didn't always come back to us." – *Representative of a CBO*

Opportunities for joint reflection were described as "episodic" and linked to visits or donor milestones. There was no formalised space for continuous learning or real-time adaptation across partners.

That said, individual staff often initiated informal learning loops—sharing debriefs with facilitators, adjusting delivery based on energy levels, or tweaking session sequences based on group dynamics.

Participation in evaluation

While all four implementing partners contributed to the evaluation process and were interviewed in-depth, only two described being consulted in shaping the evaluation criteria or tools. This limited role may constrain local ownership of findings and reduce opportunities for downstream action by local actors. CBOs were even less involved, with most participating only as informants rather than stakeholders in the learning process.

E.4.1.3. Institutional power and decision-making

Across sources, a clear distinction emerged between operational inclusion and strategic ownership. While partners felt deeply embedded in implementation, their ability to influence higher-level decisions (e.g., budget shifts, cross-cutting adaptations, evaluation framing) remained limited. Some participants mentioned having had operational flexibility, but not strategic autonomy.

This asymmetry was often perceived in relation to donor requirements, reporting structures, and short timelines. While MoUs clearly defined roles and submission deadlines, several partners still felt that earlier and deeper inclusion in strategic decision-making would have enhanced ownership, responsiveness, and long-term sustainability.

Some CBOs and local authorities proposed co-governance structures or advisory boards as potential mechanisms to embed shared decision-making in future phases.

E.4.1.4. Conclusion

The project demonstrated a strong commitment to participatory implementation and local contextualisation. Partners felt respected, trusted, and enabled to deliver in ways that were meaningful to their constituencies. However, involvement in strategic design, monitoring analysis, and evaluation framing was uneven and often limited.

Appropriation was present at the delivery level but fell short of full co-ownership. For the intervention's impact to be sustained and scaled, future efforts must integrate local partners not only as implementers, but as co-decision-makers and system-builders. Ownership begins when voice becomes influence, not just presence.

E.4.2. Have the proposals, opinions, and changing needs of the target population and the CBOs been considered to reorient activities or processes?

E.4.2.1. Analytical framing and methodology

This section assesses whether the intervention demonstrated adaptive responsiveness to the evolving feedback, priorities, and contextual challenges raised by community members and CBOs. It explores how mechanisms of feedback collection, analysis, and integration functioned throughout the project, and whether those mechanisms enabled meaningful shifts in planning or implementation. The analysis draws on:

- 26 qualitative sessions with 87 respondents.
- Observations of community engagement modalities and session dynamics.
- Desk review of SoVs.

E.4.2.2. Feedback from rights holders

Women across all three main intervention tracks (psychosocial, economic, awareness/advocacy) consistently reported that facilitators and counsellors listened attentively and adapted on a personal level. This was especially evident in psychosocial sessions, where space for silence, emotional fluctuation, and participant-led pacing was the norm.

"They let us speak. Or not speak. It felt like we were shaping the sessions ourselves." – *WRH*

In the economic empowerment tracks, skills training and material support were designed based on the results of the initial needs assessment survey conducted with women across target communities. CBOs selected training paths aligned with these findings — with five choosing embroidery, two sewing, one crochet, and one food production. Accordingly, the business kits provided included materials and small equipment specific to each training area. While there were isolated concerns or expectations about alternative forms of support (e.g.,

catering-related tools), these did not reflect systemic mismatches. Overall, the structure ensured coherence between the training content and the support provided, though short delivery windows limited flexibility for individual customization.

Despite these limits, informal adjustments did occur: facilitators shifted topics, reordered sessions, and spent more time on difficult issues when needed, among others. These micro-level adaptations reflect a flexible methodology — but one bounded by inflexible systems.

E.4.2.3. Feedback from CBOs

CBOs played a key role in relaying community concerns, identifying emerging risks (e.g., backlash against women in public roles), and adjusting outreach strategies. 66% of CBOs representatives highlighted their role as "translators" between institutional formats and community realities.

"We told them: this will not work like this here. Sometimes they listened, sometimes they could not." – *Representative of a CBO*

Several CBOs initiated follow-up sessions or informal support groups when formal programming ended — a testament to their ability to identify unaddressed needs and act autonomously. However, these efforts were often unsupported by resources or formal recognition.

E.4.2.4. Mechanisms for feedback and adaptation

80% of the respondents in the FGDs and interviews held with rights holders and CBOs, participants noted that while their concerns were acknowledged informally, very few of these inputs were systematically translated into programme-level adjustments. This pointed to a pattern of interpersonal flexibility coexisting with institutional rigidity.

Staff and psychosocial facilitators often took individual initiative to adjust delivery: they merged sessions, revisited themes when trauma resurfaced and established emotional safety rituals like grounding exercises or 'check-in circles' to respond to unanticipated needs. In one site, facilitators discreetly added a session on online harassment after young participants flagged it as an emerging threat — despite it not being in the original curriculum.

Municipal actors also confirmed that CBOs occasionally relayed concerns from women facing backlash or family pressure after awareness events, but the system lacked a structured escalation protocol to absorb and act on these insights. As one local official put it:

"We knew women were under pressure, but we didn't have a mechanism to respond without reopening the whole plan." – *Representative of a municipality*

While such informal responsiveness is valuable, it remained dependent on personal commitment rather than institutional design. 70% of respondents from the implementing partners suggested introducing mid-cycle reflection spaces, monthly cross-partner check-ins, and a digital tool to anonymously submit emerging risks or suggestions.

While listening and informal flexibility were present, formalised feedback structures varied across partners. Coordination meetings, WhatsApp groups, and regular report reviews allowed CBOs and implementing teams to share insights and adapt implementation at the field level. Structured feedback was also shared through email exchanges and dedicated check-ins. However, these mechanisms were not consistently systematised or documented in a centralised way, which sometimes limited cross-component learning and broader strategic adjustments. No midline review workshop was held, which could have provided an additional opportunity for collective reflection and course correction. 80% of respondents from the implementing partners acknowledged this gap, and several proposed a more formalised "community feedback cycle" in future designs — including regular joint reflection, anonymous input tools, and co-adjustment spaces.

E.4.2.5. Conclusion

The intervention showed strong relational sensitivity to the proposals and evolving needs of both rights holders and CBOs. Facilitators often adapted at the session level, and CBOs advocated for and occasionally implemented changes in response to local realities. However, these efforts were personal and procedural, rather than systemic and strategic.

To achieve full responsiveness, future interventions will need to embed adaptive learning into the project architecture — not only as an ethos, but as a process. Listening builds trust. Acting on what's heard builds ownership.

E.4.3. Have the project's actions helped CSOs to have more capacity to carry out advocacy and dialogue activities with social and public actors?

E.4.3.1. Analytical framing and methodology

This section explores whether the intervention strengthened the capacity of community-based organisations (CBOs) and civil society partners to engage in advocacy, lead dialogue, and influence decision-making with public and social institutions. It assesses both formal capacity-building components and informal enablers of civic engagement, drawing on:

- 26 qualitative sessions with 87 respondents
- Observations of community mobilisation efforts.
- Desk review of SoVs.

E.4.3.2. Strengthening technical advocacy skills

The intervention helped CBOs and frontline actors strengthen their capacity to speak publicly, frame issues strategically, and facilitate community dialogue. Trainers reported an evolution in how local actors framed gender justice—not just as protection, but as participation.

"Before, we responded to violence. Now we explain what justice looks like." – *Representative of a local CBO*

ToT sessions incorporated participatory learning, role-play, and scenario-based modules tailored to local realities. Topics included advocacy framing, communication strategies, gender-sensitive facilitation, and conflict de-escalation. These sessions enabled participants to confidently lead dialogues on taboo or contentious issues within their communities.

ToT and awareness tracks gave facilitators and local actors both the confidence and structure to lead events, craft messages, and address sensitive topics. 60% of the CBOs participants described how their organisations had begun drafting their own advocacy materials or planning new outreach events using tools adapted from the project.

E.4.3.3. Visibility and legitimacy in community spaces

In several areas, the project elevated CBOs' visibility and perceived legitimacy as conveners. Municipalities reported increased collaboration requests and cited local organisations as "entry points" for reaching hard-to-engage groups.

"We did not just host their events. We asked them to lead ours." – *Representative of a municipality*

In EJ localities adjacent to Ramallah (e.g., Al-Ram and Jaba'), CBOs were invited to co-host gender awareness days in municipal youth centres and were even consulted informally on programme alignment with local mandates. However, these collaborations remained largely discretionary and undocumented — without formal memoranda or budget commitments.

This increased legitimacy helped reshape community narratives around CBOs — from service providers to dialogue leaders. Still, it did not always translate into structural inclusion. CBOs were sometimes asked to "represent the community" without corresponding influence in planning, budgets, or policy dialogue.

E.4.3.4. Advocacy without protection

As mentioned earlier, despite these gains, many CBOs and facilitators voiced concern about the risks they bore when leading advocacy, especially in conservative or politicised environments. In four FGDs with WRH and CBOs, local leaders described verbal backlash, social isolation, or reduced donor trust after speaking out.

The project did not always provide mechanisms to shield organisations facing public pressure. No standard protocol existed to document retaliation or offer organisational support in the aftermath of conflictive engagement.

E.4.3.5. Conclusion

The intervention expanded the technical capacity, confidence, and local credibility of CBOs to carry out advocacy and dialogue activities. Organisations were not only trained but they were also seen and heard in new ways. However, their strategic influence remained limited, and their exposure to risk was often unmanaged.

To achieve sustained and ethical advocacy, future initiatives must pair capacity-building with institutional protection, formalised access to power, and shared political space. Empowerment without protection is exposure, and voice must be accompanied by shield.

E.4.4. To what extent have the business proposals presented been led by trained women?

E.4.4.1. Analytical framing and methodology

This section examines whether the women trained under the economic empowerment track played a genuine leadership role in the design and implementation of income-generating initiatives. It analyses not only whether women proposed business ideas, but also whether they retained control through implementation and beyond — and how well the system supported that leadership.

The analysis draws from:

- 185 structured questionnaires from WRH, with 35% of the responses linked to economic data.
- 26 qualitative sessions with 87 respondents.
- Field observations and accounts of toolkit distribution, post-training follow-up, and peer-led economic groups.
- Desk review of SoVs.

E.4.4.2. Origin, intent, and ownership of business ideas

Across all sites, women's leadership in designing their economic proposals was unambiguous and intentional.

- 89% of economic empowerment respondents said the business concept was entirely their own.
- 71% reported full autonomy in selecting the activity, designing the business plan, and deciding how to proceed.
- More than 50% of the women built on existing informal income streams (home baking, sewing, or childcare), hoping to scale or formalise them.

"I did not start from zero — I knew what worked in my neighbourhood. I just needed a way to grow." – *WRH*

Women's choices were deeply shaped by safety and social context. Most deliberately selected low-visibility, home-based work to avoid triggering backlash from partners or in-laws. In conservative areas like Bethlehem or EJ governorates, "quiet businesses" were preferred — seen as economically empowering but not socially provocative.

"This was the first time someone asked me what I wanted to do. I answered carefully, because I knew the risks." – *WRH*

CBOs confirmed that proposals often emerged from intimate self-assessment: women asked themselves what possible given family control was, childrearing responsibilities, legal constraints, and public visibility.

E.4.4.3. Barriers in implementation: managing expectations and communication gaps

While a few participants in the FGDs shared concerns about the alignment between their business proposals and the toolkits received, this feedback should be interpreted with nuance. According to project records, 11 women across multiple locations received individual kits based on their approved business plans. These included 9 women selected through a contest process and 2 Bedouin women who received simplified kits tailored to their needs and circumstances. Additionally, two women from Al-Ram received cheese-making kits aligned with their home-based initiatives and nominated by CBOs for their strong commitment, despite being illiterate.

To complement this, each of the 9 participating CBOs received a parallel toolkit aligned with their selected training tracks — such as sewing, embroidery, or food production — to ensure broader member access and project sustainability.

Field visits and project documentation confirmed that toolkits distributed were coherent with the training themes and selected business plans. For example, the only food-related kits were delivered in Dar Salah, where the training focus was on food preparation.

Some of the dissatisfaction voiced in FGDs may have stemmed from misunderstandings about the in-kind support modality — such as expectations of cash grants or that every participant would receive an individual kit. Although the selection process was communicated, the emotional impact on participants not selected for individual kits was noted by CBOs, who were occasionally asked to explain these decisions. This highlights the importance of clear and repeated messaging on selection criteria, support modalities, and the rationale behind resource allocation — particularly in high-need contexts where expectations are understandably elevated.

E.4.4.4. Continuity, household power, and informal strategies

Despite these obstacles, many women retained partial or full control over their businesses:

- 68% said they were continuing their initiative or seeking ways to expand it.
- Among those who received appropriate tools and some follow-up, continuation rates were significantly higher.
- In 75% of the locations, participants self-organised into informal business circles — meeting monthly to discuss markets, prices, and challenges.

"We created a group for women who started something. It helps us breathe." – *WRH*

However, sustainability was uneven and deeply impacted by intra-household dynamics:

- 40% of women reported having to negotiate with spouses or family members about using income, tools, or public spaces.
- Some were asked to hand over earnings, close the business, or shift to unpaid family labour.
- Others lacked mobility, and no system was in place to support women in managing family backlash, stigma, or economic control.

Trainers and CBOs noted that GBV-sensitive economic risk assessments were not systematically documented — meaning that in some cases, women may have been exposed to new forms of control or resentment without adequate preparation or protection.

E.4.4.5. Lack of structural accompaniment

Where the intervention succeeded, it often did so through a combination of women's resilience, peer support, and facilitator engagement. However, the institutional pathways for sustainability were not always consistently structured across locations. Business coaching was provided to selected women with high-potential proposals, based on clear criteria. Market entry support included introductions to the Bethlehem Chamber of Commerce and the Fair Trade Artisans network, aimed at strengthening sales and linkage opportunities. Additionally, a project exhibition showcased women's products and opened space for income generation — an event that also welcomed CBOs members beyond the direct beneficiaries. Most CBOs were already embedded in local or international networks, offering further avenues for market exposure.

Still, some gaps were observed. Coordination between the economic and psychosocial teams remained limited, and while toolkit exchange was possible in some cases (if items were unopened), this option was not widely communicated. The informal efforts of certain CBOs to organize local fairs or market sessions were commendable but lacked funding and integration into a broader strategy. These areas suggest opportunities for a more systematic approach to sustaining women's economic participation beyond the life of the project.

E.4.4.6. Conclusion

The project succeeded in ensuring that business proposals were led by trained women — authentically, creatively, and in response to their own realities. These were not token gestures or guided responses. They were genuine entrepreneurial visions, shaped by courage, limitation, and aspiration.

But leadership without sustained accompaniment sometimes became a vulnerability. In the economic and advocacy components, many women showed strong initiative, but the systems to consolidate their leadership varied by location and track. In several cases, it was not women's capacity but the project's structural limitations — including its timeline, scope, and available resources — that constrained continuity.

Where peer groups, facilitators, or CBOs were able to step in, follow-up and momentum were preserved. Elsewhere, progress slowed, not due to lack of commitment, but due to the natural limits of a time-bound intervention — especially one implemented for the first time through a new partnership in complex contexts.

These challenges do not reflect a failure of design or implementation. Rather, they underscore the importance of building on the strong foundations laid, and investing in the institutionalisation and longer-term reinforcement of women's leadership.

We can conclude that the Appropriation of the project is MEDIUM-HIGH

E.5. Effectiveness

E.5.1. To what extent have the expected results and objectives of the project been met? Is the intervention design correctly oriented and effective towards the expected results and outcome indicators? Do the established indicators allow an adequate measurement of results and defined objectives, from a theory of change?

E.5.1.1. Analytical framing and methodology

This section analyses whether the intervention effectively met its planned objectives and results, and whether the project's design, indicators, and theory of change supported measurable and meaningful progress. It also considers the robustness of the monitoring system and the extent to which outcome-level data reflected real changes for rights holders and stakeholders.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Direct observation of activities across thematic tracks.
- Desk review of project documentation, final report and SoV.

E.5.1.2. General objective (GO)

GO – *"Progress towards fulfilling Palestinian women's right to a life free of violence".* The GO was designed to strengthen the overall ecosystem for women's rights in the oPt through a multidimensional approach, including PSS, legal services, economic empowerment, community advocacy, and institutional engagement. Though the GO was not associated with any indicators, qualitative feedback from all participants in the evaluation reflected strong alignment with this overarching goal.

According to implementing partners and 100% of CBOs and municipal stakeholders consulted, the project made a notable contribution to the promotion of women's rights — particularly by increasing visibility of GBV issues, strengthening community-based referral mechanisms, and empowering survivors to take on new public and economic roles. Women described learning to name violence, understand their legal and emotional options, and participate in community dialogue where their presence was once unthinkable.

The project's focus on building agency at multiple levels (individual, community, institutional) enabled a layered and sustainable effect. Women began as participants and evolved into advocates, peer mentors, and micro-entrepreneurs. Several CBOs reported that women who had once been isolated were now leading neighbourhood awareness events, forming WhatsApp support circles, or accompanying others to legal services, ripple effects that extended well beyond project outputs.

The integration of rights-based and gender-transformative approaches in all components was recognised by partners and rights holders alike as central to the impact. Sessions were designed not only to provide services, but to cultivate dignity, choice, and voice, transforming how women related to their communities, families, and themselves.

"It was not just about services. It was about showing that we have the right to these services and more." – *WRH*

Implementing partners also highlighted the project's added value in enhancing coordination between CBOs and local duty-bearers. Although these mechanisms were more ad hoc than institutionalised, they marked a step toward building a shared accountability framework for GBV response.

Challenges in formalising referrals or embedding tools within national systems (see Coherence and Sustainability sections) limited the scale of systemic change. However, at the community level, the project undeniably shifted norms, discourse, and access to rights-related information. These shifts point to a meaningful, though still emerging, contribution to the GO.

E.5.1.3. Specific Objective (SO)

SO – *"Promoting the prevention, protection and response to GBV in Bethlehem and EJ (Area C)".*

Indicator	Target	Achievement	Source / Notes
315 women survivors of GBV improve their mental and emotional health.	315 women	450+ women accessed PSS; emotional improvement widely reported in FGDs and surveys.	Validated by WRH survey and PSS qualitative tools (partial coverage).
25 women (20% survivors of GBV) initiate a process of economic independence.	25 women	Estimated 26+ women started income generation (55% of 21% WRH sample).	Based on validated WRH economic track data; not extrapolated to full population.
75% of women participants incorporate knowledge on gender inequality and women's rights.	75%	100% of WRH survey respondents reported improved knowledge.	Confirmed by WRH survey (validated sample).
10 ToT and ToR (trainers) develop GBV prevention actions in collaboration with CSOs.	10 trainers	Actions initiated in 2 areas; no full tracking across all CSOs.	Validated through ToT interviews and FGDs (partial evidence).

The SO was supported by a robust set of components — psychosocial recovery, legal empowerment, economic inclusion, masculinities work, and local advocacy — all of which were implemented across all targeted communities.

Based on data from the final report, the SO was met or exceeded in most areas:

- 100% of women surveyed post-awareness sessions improved their understanding of GBV and their rights.
- Over 70% of women in PSS reported improved conflict handling and parenting capacity.
- Women's participation in legal and economic components exceeded planned targets.
- More than 48,000 people were reached through awareness campaigns and advocacy initiatives, far beyond initial projections.

These achievements are not only reflected in numerical results but were widely echoed in qualitative data. Rights holders described the intervention as life-changing, both in emotional and social terms. They spoke of learning to say "no," recognising psychological abuse, engaging in income-generating activities for the first time, and mentoring others. This depth of internalisation reflects the programme's holistic design.

CBOs and community actors confirmed that the intervention filled critical service gaps in GBV response and recovery. Particularly in rural or underserved areas, the project provided some women with their first-ever access to psychosocial care or legal consultation. The masculinity track, while smaller in scope, also catalysed important shifts: male participants reported rethinking gender roles and, in some cases, altering their behaviour at home.

"Before this, we were alone. Now we know where to go. We know we matter." – *WRH*

The SO's design benefited from the layering and integration of components — where awareness often preceded legal or PSS, and advocacy followed empowerment. This sequencing helped to create cumulative impact, with multiple points of entry for participants at different readiness levels.

Limitations were observed in risk mitigation and structural follow-up, particularly in:

- Legal services, which often lacked accompaniment beyond initial consultation.
- Economic support, where tools were delayed or mismatched and follow-up mentoring was thin.
- Advocacy roles, where empowered women lacked protection mechanisms once they became publicly visible.

Nonetheless, the multisectoral approach allowed for a holistic strengthening of both prevention and support strategies, confirming the SO was achieved to a high degree. Municipal actors, CBOs, and rights holders all expressed interest in future phases that deepen, consolidate, and structurally embed these gains.

E.5.1.4. Result 1 (R1)

R1 – *"Women survivors of GBV access quality and coordinated comprehensive services."*

Indicator	Sub-indicator	Baseline	Target	Achievement	Source / Notes
Women survivors of GBV identified in Area C receive psychosocial support, counselling and legal representation and/or are referred to other specific services, following quality and operational standards, with an empowering and gender-transformative approach	1. Women informed and advised on legal rights	0	200	200 consultations and 48 legal representations provided/delivered	Final report + legal team interview
	2. Women victims improve their self-esteem	0	315	450+ accessed PSS; most accessed at least 4 sessions. Improvements reported in WRH surveys and FGDs	PSS lists + qualitative data
	3. Women develop psychological recovery processes	0	90	Over 90 women received structured individual or group PSS	Evaluation synthesis; no full SoV
	4. Communities have mutual support groups	None	9	9 communities formed WhatsApp/emotional peer circles	Reported by CBOs; validated in all sites
	5. Protocols for attention and referral of GBV cases applied	Weak implementation	9	Partially applied in 9 locations, but unevenly institutionalised	CBO interviews; no formal SoV in all areas

The psychosocial track was one of the most consistently appreciated components across all FGDs and surveys. The project exceeded targets in outreach and depth of engagement, offering structured group sessions, individual counselling, and peer group facilitation across all 9 intervention sites.

Facilitators used trauma-informed methodologies adapted to local dialects and participant literacy levels, establishing ground rules, emotion check-ins, and offering one-on-one support after group meetings. CBOs

often hosted the sessions in safe, community-trusted spaces, increasing accessibility and reducing stigma. In many areas, sessions were held weekly over 6–8 weeks, with flexible pacing to allow emotional processing.

Women reported feeling "seen for the first time," and facilitators created safe spaces that promoted healing, reflection, and mutual support. Over 70% of psychosocial participants indicated stronger conflict resolution skills, improved parenting, and greater emotional autonomy — outcomes that align directly with the result's intent.

Qualitative accounts highlighted not just emotional benefits but also increased social connectedness and long-term coping strategies.

"We shared things we had kept for years. It was like breathing again." – *WRH*

The continuation of informal peer groups post-intervention in at least six communities demonstrates the sustainability and relevance of this result. In some sites, these groups evolved into semi-formal support networks, referring new GBV cases to CBOs or facilitating access to legal sessions.

Legal support was also integrated through a combination of group awareness sessions, individual legal consultations, and limited accompaniment to police or courts. These services were led by trained legal professionals working closely with CBOs and WRH focal points, who often acted as initial referral agents. Participation in legal tracks met or surpassed projections in most areas, with over 150% of the target for individual consultations achieved.

In FGDs, women reported — often for the first time — understanding family law, custody rights, and protection orders, as well as how to initiate complaint procedures. Sessions were designed using real-life scenarios and interactive Q&A formats, allowing women to ask questions in a safe and confidential setting.

"I used to think I had no options. Now I know I do — and where to start." – *WRH*

Despite this success, both legal and psychosocial teams were small and often overextended. Gaps in follow-up care, emotional debriefing for staff, and the absence of formal referral pathways (e.g., to Family Protection Units or medical services) limited systemic integration. Emotional strain on facilitators was common, with several requesting more intervision and burnout support.

Nonetheless, R1 was achieved with strong evidence of depth, relevance, and durability. It laid emotional and informational foundations essential for rights-based recovery and community-level referral ecosystems.

E.5.1.5. Result 2 (R2)

R2 – *"Awareness raised at the community and policy level on women's rights and GBV prevention."*

Indicator	Sub-indicator	Baseline	Target	Achievement	Source / Notes
Action will be taken at community (awareness raising) and policy (advocacy) levels to influence change in attitudes, norms and	1. 990 people (900 women, 90 men) made aware of inequality and causes of GBV	0	990	Over 48,000 reached through awareness activities (in-person and media campaigns)	Final report and awareness session tracking sheets

behaviors that result in inequality, rights violations and violence against women	2. 20 men and 9 CBOs initiate attitudinal transformation on social patterns and gender roles	0	29 (20 men, 9 CBOs)	Full achievement: 20 ToT graduates engaged; at least 6 CBOs implemented sessions with male and mixed audiences	ToT records, CBO interviews; no specific tracking of CBO typology
	3. At least 2 legislative or policy proposals submitted by CSOs to competent authorities	0	2	While only one full advocacy initiative was implemented in Bethlehem on the topic of Early Marriage, this was due to contextual and operational constraints. PWWSD staff faced access restrictions that prevented implementation in Jerusalem. In addition, the advocacy tool training was conducted in Jerusalem late in the project cycle, leaving limited time for follow-up. Nonetheless, alternative outputs were delivered: PWWSD conducted a poll survey on Early Marriage in Jerusalem and produced a short awareness-raising video on the topic in Ramallah. These efforts partially compensated for the limited implementation of community-level advocacy in Jerusalem.	CBO feedback; no documented formal proposals

This result was delivered through multiple outreach channels, combining both awareness-raising and prevention strategies aimed at the community level, men and boys, local authorities, and policy actors. Activities included:

- ToT-led awareness sessions in schools and youth centres.
- Community exhibitions, storytelling walks, and poster campaigns
- Training modules on masculinities and power dynamics.
- School-based youth programming and intergenerational dialogues.
- Public events co-hosted with municipalities and local institutions.

The awareness and masculinities tracks reached over 48,000 people, far exceeding initial expectations. Activities were visible, locally resonant, and in several cases co-hosted with municipal actors — helping to normalise gender discourse in public forums and increase legitimacy for CBOs-led interventions.

Facilitators and ToT graduates described profound changes in confidence and leadership, especially among women who transitioned from participants to public speakers or trainers. These women began leading events, producing campaign content, facilitating conversations in their communities, and challenging public silence around GBV.

"They asked me to speak in front of the whole school. And I did." – *WRH*

Sessions on masculinities sparked nuanced dialogue. Male participants engaged in role play, emotional reflection, and case discussions. While some dropped out early, those who stayed reported a shift in how they viewed responsibility, emotional control, and power dynamics.

"I started by listening. Then I saw my role in what needs to change." – *ToT participant*

Despite these achievements, two structural issues were observed:

- Limited resources restricted follow-up actions, continuity of engagement, and visibility in more remote areas.
- Community backlash occasionally targeted female leaders, especially following high-visibility events or local media coverage.

Additionally, several municipalities expressed interest in more formalised collaboration (e.g., integrating campaign content into youth plans or school curricula), but opportunities for long-term alignment were limited by short cycles and ad hoc coordination.

Still, R2 successfully raised awareness, opened community dialogue, and activated emerging local leadership — particularly among women and youth. Its future impact will depend on institutionalising the learning, formalising partnerships with authorities, and embedding protective and continuity mechanisms.

E.5.1.6. Result 3 (R3)

R3 – *"Improved the economic empowerment of women by enhancing their personal skills and resources."*

Indicator	Sub-Indicator	Baseline	Target	Achievement	Source / Notes
The skills of vulnerable women will be strengthened for their employability, self-employment	1. Women improve vocational skills for inclusion in	0	90 (20% GBV survivors)	102 women participated in vocational training (over 20% GBV survivors).	Validated through WRH survey and project final report.

and business management. Viable and environmentally sustainable businesses will be supported through accompaniment and the provision of materials/grants for their operation or transformation.	the labour market.				
	2. Women acquire skills for self-employment.	0	90 (20% GBV survivors)	102 women completed training; 36 developed business plans.	Confirmed by YWCA and WRH economic track data.
	3. Women-led business initiatives are strengthened.	0	15	A total of 36 women developed business plans and participated in tailored coaching sessions. Of these, 9 women were selected through a contest process to receive full individual support kits based on their proposals, and 2 additional vulnerable Bedouin women received simplified kits suited to their circumstances. In parallel, each of the 9 participating CBOs received a shared toolkit aligned with their training focus — such as sewing, embroidery, or food production — ensuring broader access and promoting sustainability among members.	Confirmed by partners with 37 total plans (31 Bethlehem, 6 EJ); 10 initiatives supported.

This component supported rights holders through a structured, multi-step process:

1. Vocational training and skills development.

2. Post-training follow-up.
3. In-kind support (toolkits, materials).
4. Informal mentorship and group coaching.

Women participated in standardized training on two economic tracks: Brazilian embroidery, selected by 8 out of the 9 participating CBOs, and food production, selected by 1 CBO in Dar Salah. The project ensured that each track was tailored to community preferences and aligned with local market conditions. All training courses followed a unified format, with durations ranging between 20 and 40 hours, and included both theoretical and practical sessions.

Over 78% of women surveyed in the economic track stated that their participation had benefited them, and over 71% reported feeling more empowered in household or community decision-making. In many cases, economic identity — even with modest income — shifted their roles at home and in their communities.

"I did not make much. But I made it. That changes everything." – *WRH*

Some WRHs used their income to contribute to household expenses or invest in their children's education, while others reported improved mobility — such as being allowed to travel to markets or attend workshops. The kits they received were designed to support small business start-up based on their training track. While the average timeframe between kit nomination and delivery was around three weeks, some participants expressed concern that this interval weakened post-training momentum or delayed income generation. In a few cases, women reported needing to temporarily share materials or borrow tools, underscoring the importance of clear expectations and support during the transition from training to enterprise.

Mentorship opportunities were designed to be selective, targeting the most committed women whose business plans demonstrated high potential. These women advanced to a second phase that included business coaching, tailored equipment kits, and additional training on kit use, supported in part through the Cantabria project as a matching fund mechanism. While this approach ensured efficient use of resources, it also meant that access to longer-term business mentoring and market linkage support was not available to all participants. In parallel, some women reported facing intra-household tensions related to their financial independence, which in some cases led to requests to scale back participation or relinquish control over earnings.

Facilitators observed that while initial motivation among women was high, some participants became demoralized when immediate financial gains did not materialize. In a few communities, participants expressed interest in developing cooperative business models; however, the project's limited implementation timeframe did not allow sufficient space to explore these ideas in depth or provide the necessary technical and legal support. This suggests an area for potential follow-up in future programming, particularly for groups with demonstrated cohesion and entrepreneurial initiative.

Despite these challenges, R3 showed strong immediate effect, particularly in psychosocial empowerment and family recognition. It validated women's contributions beyond care work and provided a pathway — however modest — toward economic autonomy.

Future interventions should include gender-sensitive business planning**,** structured peer business groups, and protection protocols to prevent backlash from shifting power dynamics. Market linkage, capital access, and legal support will be critical to moving from symbolic gains to sustained livelihoods.

E.5.1.7. Conclusion

The project achieved a high degree of effectiveness, meeting or exceeding most of its planned indicators across all four result areas. Both the GO and SO were addressed through strategically aligned, multi-sectoral components that created layered impacts.

The intervention's design — anchored in a coherent ToC — proved responsive to local needs and allowed for meaningful engagement across psychosocial, legal, economic, and advocacy domains. The use of quantitative and

qualitative indicators, though uneven in baseline alignment, was sufficient to track transformative outcomes, particularly in women's agency, knowledge, and public voice.

Challenges such as short implementation cycles and logistical delays limited some components' depth and sustainability. However, the use of participatory methodologies, grounded facilitation, and flexible implementation mechanisms allowed the project to deliver strong and often transformative results.

The effectiveness of the intervention lies not only in target delivery, but in its ability to create spaces where rights were understood, exercised, and publicly voiced. Future designs should preserve this layered approach while strengthening cross-component integration and resilience against contextual disruptions.

E.5.2. How have changes in context in the last year affected the effectiveness of the project?

E.5.2.1. Analytical framing and methodology

This section examines how recent contextual shifts — particularly in 2023–2024 — affected the project's ability to deliver its intended results. It focuses on political instability, movement restrictions, institutional overload, and emotional stress, drawing on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Desk review of project documentation, final report, secondary sources and SoV.

E.5.2.2. Impact of contextual changes on implementation and outcomes

Political and mobility constraints

Increased militarisation, checkpoints, and political tension in late 2023 and early 2024 disrupted in-person programming in several regions. In EJ villages, some WRHs withdrew from ToT sessions due to surveillance fears. In several target villages located in Area C — including Nahalin, Husan, Al-Khader, Dar Salah, Battir, Walaja, Jaba', Anata, and Al-Ram — facilitators had to cancel or reschedule awareness sessions when movement was restricted with little notice, and a scheduled advocacy training was postponed twice due to clashes near the training venue

These constraints particularly impacted Result 1 (legal empowerment) and Result 3 (economic empowerment): in Bethlehem and EJ governorates, women who had enrolled in legal follow-up or toolkit support dropped out due to transport barriers or fear of exposure. Court accompaniment became nearly impossible in January–February, limiting the legal team's reach. Likewise, public engagement activities tied to economic components were either scaled down or moved online, diluting their intended visibility effect.

Emotional strain and psychosocial risk

Facilitators and participants reported heightened emotional distress, anxiety, and trauma reactivation during the final months of implementation. Peer groups in EJ and Bethlehem governorates became spaces where women processed both personal and political fear, sometimes diverting attention from planned content.

While psychosocial sessions remained safe, the emotional bandwidth of both facilitators and WRHs was strained. In FGDs, multiple participants described a "return of heaviness" or "feeling the weight again," particularly in January–March 2024. One woman in Area C shared:

"I was finally thinking of working again. Then the war started. My world shrank again." – *WRH*

This climate diluted emotional gains for some participants, especially in communities where structured follow-up or re-engagement activities were not feasible.

Institutional and logistical delays

The broader humanitarian and governance crisis redirected municipal and service provider focus. Public institutions deprioritised coordination efforts due to emergency response demands, limiting project access to co-facilitation, shared venues, and follow-up mechanisms.

In Bethlehem governorate, CBOs reported that municipal partners paused engagement with gender-related activities to focus on urgent needs. As a result, some co-hosted campaigns were cancelled or executed at reduced scale, impacting reach and continuity, and likely contributing to the shortfall in achieving certain R2 targets related to awareness and advocacy outcomes**.** In Nablus — although not one of the project's core locations — youth-focused awareness discussions were indirectly referenced in national-level campaign efforts. Some activities reportedly shifted to WhatsApp groups due to broader safety concerns, illustrating how the project's messages extended beyond its direct geographic scope.

Procurement delays, inflation, and supply chain inconsistencies affected the timely delivery of some toolkits and printed materials. In at least three FGDs, women in the economic track expressed frustration with receiving items too late to fully apply their training, which affected momentum and confidence. However, participation in this component exceeded initial targets, with 102 women completing training — compared to the 90 originally planned.

E.5.2.3. Adaptive strategies and lessons

Despite these challenges, implementing partners and CBOs adapted with resilience. Peer-led WhatsApp groups were used to maintain emotional contact, and legal consultations were conducted through voice notes or scheduled phone calls. Importantly, PWWSD had already established a dedicated telephone hotline as part of its service model — designed from the outset to ensure access to legal consultations and psychosocial support, particularly in contexts of restricted mobility. This hotline remains operational beyond the project's end, offering a durable channel for continued assistance. CBOs also leveraged personal networks to rebook venues or deliver materials directly. While these strategies preserved some continuity, many relied on the informal dedication of facilitators and local actors. Staff energy, already stretched, was further taxed by the lack of formal contingency resources or structured remote facilitation protocols.

E.5.2.4. Conclusion

Contextual instability did not undermine the core achievements of the project, but it clearly limited the depth, reach, and institutional anchoring of several components. Despite this, implementation was resumed and adapted under adverse conditions, demonstrating notable resilience and partner coordination.

While the project was launched in early 2023, its initial phase (March–June) focused on planning, partner coordination, site selection, and CBO engagement. PWWSD and other partners began implementation shortly thereafter. At YWCA, the project coordinator was recruited in June 2023, in line with the early operational timeline. This allowed field activities to move forward without significant delay, though the initial months remained focused on groundwork and internal alignment across partners.

The escalation on October 7, 2023, brought significant disruption, especially in Area C, where all activities were concentrated. From October to December, partners and participants faced widespread movement restrictions — including checkpoint closures, mobility barriers, and heightened security risks — which halted or delayed implementation. Women and staff were often forced to find alternative, and at times unsafe, routes to attend sessions. These constraints continued into early 2024.

In January 2024, a contextual reassessment was conducted in collaboration with partners and CBO focal points. It was jointly agreed to resume and adapt activities to the new realities on the ground. Implementation restarted in February but continued to face unpredictable disruptions — including sudden closures, attacks, and mobility challenges — particularly affecting YWCA, which had a larger volume of sessions to complete in a compressed timeline.

Despite these barriers, the project demonstrated flexibility and resilience. Teams adapted through collaborative decision-making, rescheduling, and continuous coordination with CBOs and participants. Although some activities had to be shortened or modified, efforts were made to maintain quality and outreach wherever possible.

The impact was uneven across regions, but several clear patterns emerged:

- Political instability constrained visibility and legal outreach.
- Emotional strain diluted psychosocial gains.
- Logistical disruptions slowed economic and awareness interventions.

These effects were most acutely felt in Results 2 and 3, where visibility, continuity, and material tools were key to success.

Looking ahead, volatility must be treated as a structural baseline rather than an exception. Future project phases should embed:

- Contingency-ready delivery models.
- PSS for staff and participants.
- Hybrid (in-person/remote) facilitation systems.
- Risk-informed co-planning with CBOs and municipalities.

Effectiveness in such contexts requires not only sound design, but also the institutional agility to adapt under pressure and sustain impact despite external shocks.

E.5.3. Have the target women's capacities for inclusion in the labour market and/or income generation been improved?

E.5.3.1. Analytical framing and methodology

This section assesses the extent to which the project improved target women's capacities for labour market inclusion and income generation. It considers not only the acquisition of vocational skills, but also the broader ecosystem that enables women to transition from training to actual income activities.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Observations of toolkit delivery and post-training follow-up.
- Desk review of project documentation, final report and SoV.

E.5.3.2. Assessment of labour market and income-generation capacities

Skills acquisition and practical application

The project successfully delivered vocational and entrepreneurial training across all 9 targeted sites. Women participated in sessions focused on Brazilian embroidery, sewing, crochet, and food preparation — with content tailored to the interests of each community. These technical tracks were complemented by training on business planning, digital marketing, and follow-up coaching for selected participants. Course durations typically ranged from 20 to 40 hours and included hands-on practice.

- 100% of targeted women in the economic track received training.
- Over 78% of women surveyed reported that the training was relevant to local markets and personal goals.
- 71% reported increased self-confidence and decision-making power, particularly within household financial matters.

CBOs confirmed that training was contextualised to community demand, and several women adapted their new skills for informal sales, home-based businesses, or joint market stalls.

In-kind support and entrepreneurial transition

Most participants received toolkits or material grants designed to support their business ideas. However, challenges included:

- Delayed distribution in several communities (due to procurement bottlenecks).
- In-kind support was provided to selected participants following the development of business plans. Kits were selected based on submitted proposals, and no mismatches were identified during field verification. While some women expressed a preference for different materials or had hoped for cash-based assistance, these expectations arose despite clear communication from partners. Signed MOUs with CBOs outlined the selection criteria, support modality, and in-kind nature of the assistance, underscoring the importance of continued reinforcement of this information throughout implementation.
- Limited follow-up to assess or support business launch.

Despite these obstacles:

- Dozens of women initiated small-scale income-generating activities, including home-based baking, garment repair, and seasonal sales.
- Some women reported investing earnings into their children's education or covering basic expenses, marking a symbolic shift in household power dynamics.

Gaps in market linkages and ongoing support

While skill-building was successful, the transition to income-generation could be strengthened through expanded structural support:

- A targeted mentorship and coaching system were implemented for selected participants with strong business plans, supported through the Cantabria matching fund. However, broader mentoring structures were not part of the original project design.
- All participants visited two key institutions — the Bethlehem Chamber of Commerce and Bethlehem Fair Trade Artisans — to explore market linkages. In the continuation phase, many will formally join the Fair-Trade network, with products filmed and included in their sales catalogues and online platforms.
- Group savings models or financial literacy training were not included in this intervention, reflecting findings from earlier projects where such approaches had low uptake among similar communities. While this design choice was intentional, interest in collective models (e.g., cooperatives or peer-led support) emerged in FGDs, suggesting room for future exploration.

E.5.3.3. Conclusion

The project substantially improved women's individual and interpersonal capacities for economic participation, especially in terms of skill acquisition, confidence, and symbolic independence.

However, labour market inclusion remains partial. Without consistent mentoring, market access mechanisms, or structural safety nets (like protection from backlash), the income-generation potential of women's training was realised unevenly.

Capacities were built. But the runway for flight — mentorship, markets, and follow-up — was sharply constrained by the extraordinary context that unfolded after October 7, including repeated closures, escalating violence, and widespread unemployment. Future phases should invest in post-training systems that carry women from skill to income with continuity and care. Some of these gaps were partially addressed through the complementary Cantabria-funded project, which extended support into mid-2025, but broader institutionalisation and scale-up remain essential.

E.5.3. Have relevant services been provided to women survivors or at risk of GBV? Have mutual support groups been established? Have they been effective as safe spaces for women to meet and develop?

E.5.3.1. Analytical framing and methodology

This section explores whether the intervention effectively delivered relevant services to women survivors or at risk of GBV and whether it succeeded in creating safe, supportive environments for emotional and social development. It focuses on PSS, legal aid, and the emergence of informal mutual support networks.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Observations of follow-up dynamics in peer-led groups.
- Desk review of project documentation, final report and SoV.

E.5.3.2. Delivery of relevant services to women at risk or survivors of GBV

The project successfully provided multisectoral services aligned with the needs of women at different stages of vulnerability and recovery. These included:

- PSS: delivered in group and individual formats, facilitated by trained professionals using trauma-sensitive approaches. Sessions helped women address anxiety, interpersonal conflict, and trauma symptoms.
- Legal aid: focused on family law, custody, protection mechanisms, and survivors' rights. Over 150% of the expected consultations were delivered.
- Economic and vocational tracks: targeted women recovering from or vulnerable to GBV with market-aligned training. These were not framed as therapeutic but still contributed to recovery through increased agency.

Participants overwhelmingly reported that these services were relevant, timely, and provided in a dignified, non-judgmental manner.

"I did not know how to name what I lived through. They helped me see it was not my fault, and that I had options." — *WRH*

E.5.3.3. Formation and function of mutual support groups

One of the most sustainable and organic outcomes was the emergence of peer-led support groups, including WhatsApp circles and informal gatherings. As described earlier, these networks offered emotional continuity, referrals, and solidarity — often exceeding the reach of formal follow-up. These groups became safe spaces for

emotional sharing, resource exchange, and informal advocacy. In some communities, they served as first responders for new GBV cases — offering accompaniment to legal services or de-escalation strategies.

"She did not just give me a number. She came with me. That changed everything." — *WRH*

Facilitators and CBOs noted that many of these groups emerged without direct programming, a sign of authentic ownership and sustained need. However, the lack of formal recognition or support mechanisms limited their long-term durability. No structured mentorship, seed funding, or emotional care systems were in place to reinforce these circles or mitigate burnout.

E.5.3.4. Conclusion

Yes, the project provided highly relevant services to women survivors or at risk of GBV, combining psychosocial care, legal assistance, and empowerment tracks in a coordinated way. These were well received and described as both healing and transformative.

Moreover, mutual support groups were not only established but became one of the strongest legacies of the project, providing emotional scaffolding and practical assistance beyond the formal intervention cycle. Their success speaks to the trust, solidarity, and readiness the project was able to catalyse — even if structural support to sustain them remains a future need.

E.5.4. To what extent have trained men and CBOs changed their perception of gender roles and women's rights? Have advocacy actions been carried out with real participation/leadership of local organisations?

E.5.4.1. Analytical framing and methodology

This section evaluates the depth and authenticity of attitude change among male participants and community-based organisations (CBOs), as well as the extent to which advocacy activities reflected real leadership from WRHs and local actors.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Desk review of project documentation, final report, secondary sources and SoV.

E.5.4.2. Shifts in perception and leadership

Changing perceptions among men and CBOs

Masculinities sessions were conducted across multiple locations, using interactive exercises, reflection prompts, and values-based dialogue to explore gender roles, emotional regulation, and the impact of patriarchy. Male participants, especially youth, showed varying degrees of engagement. While dropout was noted in more conservative areas, those who remained reported meaningful shifts in awareness.

"I did not realise silence was also a kind of violence. Now I try to listen before reacting." – *Male participant*

Facilitators noted that sessions on emotional expression and role play were particularly effective. In several cases, men described helping with caregiving tasks or speaking differently to daughters — small but meaningful shifts. In Husan, for example, young male participants requested additional sessions to "continue the conversation."

Some men shared their experiences of reevaluating authority and vulnerability, acknowledging that being challenged on traditional masculinity was initially uncomfortable, but ultimately transformative. These moments contributed to broader discourse change within families and peer groups.

CBOs staff also experienced evolution in their framing of gender and power. Several initiated internal discussions on gender roles within their own teams. At least three CBOs reported forming women-led committees or integrating a gender lens into programming beyond the scope of the project.

"We started using the same language with our staff. Not just for the project." – *Representative of a CBO*

While attitudinal change was uneven, both men and CBOs demonstrated increased awareness and ownership of gender equality discourse — a foundational step toward broader community impact.

Advocacy and local leadership

Advocacy campaigns were implemented in all 9 intervention sites and were consistently described as participatory and rights-holder-led. WRHs played visible roles in designing content, leading activities, and engaging the public.

Formats included:

- Community exhibitions and storytelling walks.
- Youth centre debates and school-based events.
- Awareness murals and poster campaigns.
- Social media messaging co-produced by WRHs and ToT alumni.

ToT participants — many of whom were formerly psychosocial or economic track participants — transitioned into advocacy leaders. In two cases, WRHs were nominated to school or municipal planning boards following campaign involvement.

In Husan, a community theatre piece on early marriage drew over 120 attendees, including parents, teachers, and local officials. In Bethlehem governorate, a youth-led event introduced the terms "consent" and "safe space" into school programming for the first time. CBOs described these events as "not just outreach — but ownership."

"It was not just awareness — it was our words, our faces, our voices." – *WRH and ToT participant*

Advocacy efforts provided women with visibility, credibility, and a platform to redefine their roles in public space. CBOs described the campaigns as emotionally resonant and effective in shifting local conversations on gender justice and GBV. However, risks and gaps remained:

- Some CBOs felt under-recognised in formal outputs and decision-making.
- Visible WRH leaders reported familial pressure or criticism after media exposure.
- Long-term support for WRHs in public roles was limited, with no formal mechanisms for safety planning or ongoing accompaniment.

Despite this, several municipalities expressed interest in institutionalising the tools and materials used during the campaign phase. In two communities, gender focal points requested additional copies of facilitation materials to integrate into youth and education programmes.

E.5.4.3. Conclusion

CBOs and trained male participants demonstrated measurable growth in their understanding of gender roles and women's rights. Masculinities sessions, though variably received, enabled critical self-reflection and small but meaningful changes in household behaviour.

Advocacy efforts were not only participatory — they were transformative for many WRHs and CBOs involved. Women transitioned from service recipients to organisers and public advocates. While protection and institutionalisation remain areas for future focus, the foundations for long-term community leadership and norm change have clearly been laid.

We can conclude that the Effectiveness of the project is MEDIUM-HIGH

E.6. Coverage

E.6.1. Which target groups or target population has the project reached? Have mechanisms been designed to improve right holders' access to project services? How is coverage of the most vulnerable groups included in the project?

E.6.1.1. Analytical framing and methodology

This section evaluates the extent to which the project reached its intended rights holders, particularly those facing structural, geographic, or social barriers. It examines not only the breadth of outreach, e.g., "who was reached", but also the depth of inclusion, with attention to the mechanisms that supported or hindered access for the most vulnerable.

It draws on:

- 185 structured questionnaires from WRH.
- 26 qualitative sessions with 87 respondents.
- Observations from field visits.
- Desk review of project documentation and SoV.

E.6.1.2. Target population and outreach effectiveness

Reach by demographic profile

The intervention successfully engaged a broad spectrum of rights holders across age, marital status, location, and economic status. Based on survey data and partner reports:

- 73% of participants were women aged 18–45.
- 22% identified as GBV survivors.
- 18% reported economic dependency or income below the poverty line.
- 13% were widows, divorced, or single heads of household.
- 41% of participants resided in marginalised or Area C locations, including EJ and rural Bethlehem governorates.

Special efforts were made to reach:

- Women with low formal education levels, through oral facilitation and visual tools.
- Young women and adolescents, particularly via school and youth club partnerships.
- Isolated communities through mobile outreach, especially in EJ and south Bethlehem governorates.

"They found us in villages where even the post does not come. That alone gave us dignity." – *WRH*

However, some gaps remained. Women with disabilities (WwD) were minimally represented in survey data (less than 2%), and no specific accessibility adaptation was documented in training materials or facilitation spaces. Similarly, there was limited targeting of older women (55+), despite evidence from CBOs that intimate partner violence affects this group significantly.

E.6.1.3. Access mechanisms and inclusion strategies

Facilitated access

To reduce structural and psychological barriers, the project employed several enabling strategies:

- Localised delivery: sessions were held in familiar community spaces (e.g., CBO halls, municipal youth units) to reduce transport and safety burdens.
- Staggered scheduling: trainings and psychosocial groups were scheduled around childcare and household responsibilities.
- Trusted intermediaries: CBOs and local actors conducted door-to-door mobilisation, often accompanying women to initial sessions to ease hesitancy.
- Language and literacy adaptation: content was delivered in Arabic, with simplification and use of storytelling for low-literacy participants.

These strategies were widely appreciated. In 83% of FGDs with WRH and CBOs, women said they would not have participated without these adaptations.

"If it had been in the city centre, or with strangers, I would have stayed home. Here, I felt safe to come." – *WRH*

Stigma mitigation and discretion

To increase reach among survivors of GBV and women at risk, the project intentionally blurred thematic categories in early outreach. For instance, PSS was framed as "community wellness" or "stress management," allowing women to attend without disclosing trauma. This was critical in conservative areas. In multiple sessions, facilitators described adjusting the language used on flyers, WhatsApp messages, or verbal invitations to reduce stigma. In EJ villages, sessions were embedded in broader community events to avoid scrutiny.

"We did not say 'trauma' or 'abuse.' We said, 'Let's talk about how women carry stress.' That opened the door." – *Technical expert*

Still, despite these efforts, some women were deterred by fear of gossip, family surveillance, or reputational harm — especially in tightly-knit rural communities. In three FGDs, WRH who dropped out cited "pressure from home" as the main reason.

E.6.1.4. Inclusion of the most vulnerable groups

The project clearly prioritised marginalised groups, but inclusion was shaped by geography, identity, and infrastructure. The strongest coverage gains were in rural or politically fragmented areas. For example:

- In EJ governorate, sessions reached women without residency rights or with undocumented status.
- In southern Bethlehem villages, participants included widows and women in polygamous households.
- In all project locations, CBOs facilitated access for women lacking transportation or ID cards.

However, challenges persisted for:

- WwD: only two implementing partners reported explicit efforts to include this group, and no dedicated sessions or tools were documented.
- LGBTQ+ individuals: the project did not directly engage this population, due to contextual sensitivities, though some CBOs suggested exploring indirect approaches in future phases.
- Women without digital access: in areas where WhatsApp was used for follow-up or peer circles, women without smartphones or digital literacy were unintentionally excluded.

Overall, the project's ability to reach the most vulnerable was strongest where CBOs had deep local roots and where flexibility in delivery was built into planning. Where such conditions were absent, inclusion remained partial and dependent on individual facilitators' initiative.

E.6.1.5. Conclusion

The project achieved commendable coverage of its target groups, especially economically vulnerable women, GBV survivors, and those in marginalised geographies. It did so through respectful, localised, and adaptive outreach strategies that honoured community dynamics and reduced participation barriers.

However, gaps in structured inclusion for WwD, older women, and those without digital access point to the need for more intentional design in future phases. Moreover, efforts to protect against social backlash — while creative — relied heavily on discretion rather than institutional safeguards. Coverage is not only about presence. It is about enabling access without cost to dignity, safety, or belonging.

We can conclude that the Coverage of the project is MEDIUM-HIGH

E.7. Participation

E.7.1. Have the participatory processes with stakeholders been adequate and efficient? Have the decisions made through the participatory process been implemented during the implementation of the project? What are the main barriers and main benefits of the participatory process implemented with project stakeholders?

E.7.1.1. Analytical framing and methodology

This section evaluates the quality, efficiency, and impact of participatory processes embedded in the intervention. It considers whether stakeholder input — from rights holders, CBOs, implementing partners, and municipal actors — was meaningfully incorporated into project design and implementation, and examines both the barriers and benefits of those participatory mechanisms.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 participants.
- Desk review of project documentation and SoV.

E.7.1.2. Adequacy and inclusiveness of participatory processes

All four implementing partners confirmed that they were invited into design and inception processes, though with varying degrees of influence. In two cases, partners described a co-creative process where they shaped the targeting strategy and facilitation tools. In others, they felt consulted late, when core decisions had already been made.

"We were part of the beginning — but not from the first page." – *Representative of a local partner*

CBOs' involvement in planning was more fragmented. Some were deeply embedded, while others were invited only after geographic selection had been finalised. 60% of the CBOs respondents said they felt "informed" but not "engaged" during design stages. However, participation became more dynamic during implementation. Facilitators regularly adapted content, session pacing, and outreach methods in response to field realities. Municipal actors noted that project teams were "receptive to on-the-ground advice," particularly regarding community mobilisation.

Rights holders were not directly involved in the initial design phase, but their feedback played a meaningful role during implementation. Facilitators integrated multiple informal feedback loops — including post-session check-ins, WhatsApp group discussions, and spontaneous peer reflections — which allowed real-time adjustments to session content and facilitation methods. As one ToT participant put it, the programme was "listening while running".

E.7.1.3. Implementation of decisions arising from stakeholder participation

Across interviews, a mixed picture emerged regarding whether stakeholder input translated into action.

- Implemented:
  - Suggestions from CBOs to adapt outreach to local dialects were adopted in 50% of the locations.
  - Municipal requests to integrate sessions into youth centres were actioned in 20% of the locations.
  - Several facilitators reported reordering session content based on psychosocial energy levels or community sensitivities.
  - Apart from expected individual support-kits, community equipment was provided at the CBO level so that more women could benefit materially in a context of increasing needs.
- Not implemented:
  - CBOs proposed longer cycle durations and home visits, ideas that were acknowledged but not resourced.
  - In the economic empowerment track, 11 women ultimately received in-kind kits based on approved business plans — exceeding the original target of 7. While some participants expressed dissatisfaction or suggested adjustments after distribution, these kits were developed in consultation with trainers and tailored to the plans with available resources. Some misunderstandings arose due to differing expectations around individual versus shared support and the in-kind modality, underscoring the importance of early and clear communication, especially in high-need contexts.
  - Rights holders raised concerns about backlash from male relatives, yet no formal risk mitigation or safety planning was introduced mid-cycle.

"They asked what we needed during the sessions, and we told them — sometimes about tools, sometimes about safety. But the answer was often 'we cannot change it now.'" – *WRH*

The pattern was consistent: micro-level adaptations were frequent and informal while macro-level adjustments were rare and structurally constrained.

E.7.1.4. Barriers and benefits of the participatory process

- Benefits:
  - Participation enhanced legitimacy: CBOs reported greater community trust due to their visible role.
  - Rights holders developed ownership over sessions they helped shape, particularly in PSS and ToT tracks.
  - Some municipalities began requesting project replication or integration into local mandates.
- Barriers:
  - Short funding cycles and the socio-political context made sustained consultation difficult.
  - Participation was often episodic, tied to reporting or visits, not institutionalised as an ongoing mechanism.
  - Power asymmetries between national partners and grassroots CBOs diluted some voices.

In 60% of the sessions with CBOs and local actors, participants expressed a desire for standing advisory groups or monthly reflection spaces to anchor participatory processes in structure rather than goodwill.

"Participation felt real when it happened — but it didn't always happen when it should." – *Representative of a CBO*

E.7.1.5. Conclusion

The participatory processes of the project were meaningful but uneven. Implementing partners and CBOs played critical roles in shaping delivery, and facilitators demonstrated consistent openness to field-level adaptation. However, feedback mechanisms were largely informal, and decision-making power remained centralised during key design and strategic planning stages.

The project's participation ethos was present, but its participation systems were underdeveloped. Where decisions were implemented, it enhanced credibility and impact. Where they were not, frustration risked eroding trust.

E.7.2. Have the campaigns promoted allowed participation and articulation with other actors and positioned relevant issues for the communities?

E.7.2.1. Analytical framing and methodology

This section assesses the participatory, strategic, and catalytic dimensions of the project's awareness and advocacy campaigns. It evaluates the extent to which these campaigns (visual, community-based, digital) were co-created with local actors, promoted collaboration with institutions, and advanced meaningful conversations on gender justice, GBV, and women's rights within communities.

Sources include:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Observations from community events and exhibitions.
- Desk review of SoV.

E.7.2.2. Participation in campaign design and delivery

In at least 60% of the sessions with CBOs, staff confirmed they were invited to co-develop campaign themes, particularly those rooted in local concerns such as widowhood stigma, early marriage, or online harassment. However, this was uneven, and, in some locations, materials arrived pre-developed with little local input.

A standout strength was the involvement of ToT graduates and young women in campaign execution. In several locations, women facilitated awareness sessions in schools, led mural painting activities, and spoke at community events. Based on ToT records and interviews, at least 65% of the ToT participants contributed to campaign delivery, with some even drafting their own session content.

"We did not just raise issues. We showed the community that women could lead them." – *ToT participant*

CBOs also helped shape the method of delivery: choosing storytelling over lectures, outdoor events over indoor, or separating women and men where needed for cultural reasons. This flexible, contextualised approach increased local buy-in.

E.7.2.3. Articulation with other actors

Coordination with municipal actors occurred in several locations. In Bethlehem governorate locations, as mentioned earlier, the project integrated campaign sessions into the youth centre's monthly programming — an arrangement praised by both the gender officer and facilitators. In other municipalities, campaign visibility

prompted spontaneous invitations for collaboration: women-led CBOs were asked to join youth committees, advise on local GBV plans, or co-host International Women's Day events.

However, these promising connections were not formalised. Most collaborations lacked written agreements, joint action frameworks, or institutional commitments. For example:

- Memorandum of Understanding were not signed with municipal actors or CBOs, limiting accountability and sustainability.
- Shared calendars or coordination tools were not introduced, leading to occasional overlaps, missed engagement opportunities, or duplicated outreach.
- Formal advisory roles for CBOs or ToT participants were not structurally embedded. While some individual follow-up took place — particularly with ToT graduates during their implementation of awareness sessions — there were no standing mechanisms to involve them in project steering or adaptive decision-making.

This meant that even highly successful campaign events remained episodic rather than part of a coordinated advocacy effort.

The project catalysed grassroots engagement but without structured coordination mechanisms, its momentum could not fully translate into institutional change.

E.7.2.4. Positioning of key issues in the community

Campaigns were most effective in shifting language and visibility — especially around taboo topics like emotional abuse, legal rights, and masculinity. Participants cited examples of:

- Women speaking publicly for the first time.
- Youth referencing campaign slogans in peer conversations.
- Increased community attendance at gender forums.

However, the depth of engagement varied. In conservative areas, some events were limited to surface-level messaging to avoid backlash. Without deeper follow-up — discussion groups, listening spaces, or response mechanisms — the momentum was difficult to sustain. As it was presented in other findings, CBOs warned that campaigns, if not protected and institutionalised, could create risk exposure for participants without lasting change.

E.7.2.5. Conclusion

The project's campaigns were locally resonant, visually powerful, and often led by women themselves — a remarkable departure from top-down awareness models. They positioned key issues with clarity and courage. But their impact was not fully institutionalised: partnerships remained ad hoc, follow-up mechanisms were thin, and protection for those who stepped into public roles was not systematised. Campaigns created visibility, but visibility, without structure, is fragile. The spark was real. Now it needs fuel, shelter, and a pathway to fireproof change.

We can conclude that the Participation of the project is MEDIUM-HIGH

E.8. Impact[8]

[8] Throughout the report, the ET has already presented various components reflecting impact or changes observed among stakeholders. This section serves to summarise and highlight the most salient elements.

E.8.1. What comprehensive and lasting changes has the project promoted? Are there any unintended or negative impacts expected?

E.8.1.1. Analytical framing and methodology

This section assesses the long-term effects of the intervention — intended and unintended — at three levels:

- Individual and household level (empowerment, relationships, visibility).
- Community and institutional level (norms, access, legitimacy).
- Systemic level (sustainability, policy, structural shifts).

The analysis is grounded in:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Observation of follow-up activities and informal support structures.
- Desk review of SoV.

E.8.1.2. Lasting and transformative changes

Individual empowerment and social mobility

Women repeatedly described changes in their sense of agency, identity, and emotional autonomy. These were not only attributed to knowledge or material gain, but to feeling seen and taken seriously.

- 81% of economic empowerment participants said they made more independent decisions at home.
- Over 70% of women in PSS sessions felt better equipped to handle conflict, stress, or parenting.

Many said this was the first time someone asked them what they wanted and waited for an answer.

"Before, I did not speak because I thought I did not matter. Now I say what I think. Even to my husband." – *WRH*

Participants also reported new mobility: traveling alone, managing small funds, speaking in meetings. These shifts — subtle but profound — were echoed by families and neighbours in follow-up interviews.

Peer networks and mutual aid ecosystems

The emergence of informal women-led peer groups stands out as one of the most promising and sustainable impacts.

- In all 9 project sites, WRHs formed WhatsApp groups to exchange referrals, advice, and emotional support.
- Some of these groups were still active 3–6 months after the formal end of activities.
- Two CBOs reported that these groups became referral hubs, channelling survivors into municipal protection systems.

“She told me to see a lawyer. Not just told me but walked me there.” – *WRH survivor*

These networks not only extended project impact, but filled gaps left by formal systems, especially where follow-up was unavailable. In several communities, they became a form of emotional scaffolding that outlived formal programming.

Shifts in community norms and local discourse

In multiple sites, local norms began to shift in response to the project's visibility and the credibility of its facilitators.

- Male relatives began attending awareness sessions in, at least, 4 out of 9 locations.
- Youth groups in adopted terms like "safe spaces," "consent," and "rights" in their own programming.
- One *mukhtar*[9] began referring cases of intimate partner violence to a CBO, something unthinkable two years prior.

"I used to think this work was against our values. Now I see it is protecting them." – *Community member*

These shifts were slow and partial, but they indicate traction in contested spaces, being a key indicator of impact.

Institutional positioning of CBOs and facilitators

Several CBOs reported increased legitimacy and access to power spaces:

- CBOs were invited to speak at municipal youth summits or women's days, not as beneficiaries but as organisers.
- Two municipalities integrated trained facilitators into their gender units on a volunteer basis.
- One trained woman was nominated to her local school board after leading a GBV awareness campaign.

"Now when I say something at the council, they listen. They ask for my opinion." – *ToT participant*

These are not yet institutional shifts, but they are clear indicators of increased civic capital and pathways to voice.

E.8.1.3. Unintended or negative impacts

Social and relational backlash

Women who became more visible — particularly those involved in advocacy or public speaking — faced backlash.

- In all FGDs with WRH, women reported being pressured to stop attending meetings.
- One ToT participant received online threats after leading a youth event. While specific location details were anonymised, facilitators described similar risks across multiple areas.
- CBOs in EJ villages said some families withdrew daughters from group sessions after media coverage.

"They said I was becoming too loud. That I was embarrassing the family." – *WRH*

Where protective systems were absent, empowerment became exposure. These outcomes do not negate impact, but they show the importance of systemic support.

Staff fatigue and emotional under-care

Frontline professionals, especially psychosocial technical experts or facilitators, reported emotional burnout:

- CBOs asked for debriefing structures or intervision spaces, but none were available.
- Several described vicarious trauma from repeated exposure to GBV narratives.
- One staff member left mid-cycle citing exhaustion and lack of support. Their departure coincided with the conclusion of project activities during the no-cost extension phase.

This underinvestment in care for caregivers threatens sustainability and morale.

[9] A *mukhtar* is a local community leader or head of a village or neighbourhood, often responsible for administrative tasks and serving as a liaison between residents and government authorities.

Expectations vs. capacity mismatch

As mentioned earlier, when women's expectations were raised — for example, around business expansion, continuous legal accompaniment, or advocacy action — but systemic or project resources could not fully meet them, frustration emerged.

In the economic component, kits were distributed to a small group of women with approved business plans, and additional machines were provided to CBOs for broader community access. While this exceeded initial targets, some women still expressed dissatisfaction, often due to expectations of receiving cash grants or more extensive material packages. These reactions underscore the importance of early communication on support modalities and selection criteria.

In the legal component, accompaniment was provided throughout the project and is still ongoing in several cases. However, some participants perceived gaps in continuous support — reflecting a difference between actual service availability and the expectation of sustained legal presence in complex cases.

In the advocacy component, participants engaged actively in trainings and campaign preparation, but in some areas, they expected a longer-term platform for civic action or continued facilitation. While some follow-up sessions took place, the project did not include formal pathways for sustained political engagement, a gap that future phases could address by supporting grassroots advocacy networks or municipal-level dialogue.

E.8.1.4. Conclusion

The project catalysed deep personal, social, and relational transformation, particularly for women who had long been silenced or unseen. It enabled voice, healing, initiative, and new roles — not just for individuals, but for communities.

Shifts in gender norms were especially notable: in many remote and traditionally conservative areas, women reported increased confidence to speak in public, lead group discussions, or attend mixed-gender sessions. For some, this marked the first time they engaged in community decision-making or openly challenged taboos. These small breakthroughs represent significant steps in a long-term change process, often seeded through psychosocial sessions, ToT initiatives, or collective action.

In the economic track, several women successfully launched small-scale income-generating initiatives, such as home-based food production, embroidery, or tailoring. Their engagement — often driven by a desire to contribute to their households and redefine their roles — reflected strong entrepreneurial spirit and growing agency. In some locations, women leveraged social media to reach clients or formed informal cooperatives to support one another.

The emergence of mutual aid groups, facilitator legitimacy, and alliances with municipal actors signals a transition from service provision to early forms of social reconfiguration.

However, impact also brought exposure. Where support systems failed to keep pace with ambition — whether due to time constraints, weak protection mechanisms, or limited institutional mandates — the cost of leadership was borne disproportionately by women and CBOs.

Still, the most durable impact lies in the relationships, confidence, and readiness it generated. What remains is the task of building the systems to carry that readiness forward — with care, structure, and time.

"We changed. Our homes changed. But the world outside hasn't caught up yet." – *WRH*

We can conclude that the Impact of the project is MEDIUM-HIGH

E.9. Efficiency[10]

E.9.1. Has the transformation of resources into results been carried out efficiently, considering the context? Are there alternatives to achieve results using fewer resources? Are the human and material resources sufficient to achieve the projected results and objectives? Could decisions have been made that would have increased the efficiency of the project? Which? At what time?

E.9.1.1. Analytical framing and methodology

This section assesses whether the project made efficient use of its financial, human, and material resources in achieving its results. It also considers whether alternative decisions or strategies could have led to better outcomes with the same or fewer resources. Special attention is paid to:

- Budget-use and delivery pacing.
- Human resource allocation and strain.
- Procurement and logistical systems.
- Missed efficiencies and corrective opportunities.

The analysis draws on:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.
- Desk review of project documentation and SoVs.

E.9.1.2. Efficient use of resources: delivery under constraint

Frontline resourcefulness

Across all governorates, implementing partners and CBOs described the project as "ambitious on paper, lean in practice." Despite modest budgets and short implementation cycles, the project reached hundreds of women with high psychosocial, economic, and advocacy needs. Results were achieved largely through extraordinary frontline dedication and community-level ingenuity.

Facilitators used personal rapport and community visits to maintain contact with participants where formal follow-up systems were lacking. In multiple areas, women-led peer groups continued meeting after official sessions ended, a form of "self-mobilised continuity and sustainability."

"We stretched every single financial resource. But we also stretched ourselves." – *Representative of a CBO*

Technical experts, such as trainers, often worked beyond paid hours, providing emotional debriefs, mediating family tensions, and resolving group conflicts — roles that went far beyond their official mandate.

"I was not just a trainer. I became a counsellor, a translator, a crisis responder." – *Technical expert*

Outputs — including economic participation, peer group emergence, and community advocacy — often exceeded numerical targets. But these gains were achieved by over-relying on personal commitment rather than institutional design and resources.

[10] As with other sections, the ET has addressed aspects of efficiency throughout the report. This section is intended to consolidate and emphasise the key findings.

Human and material resource sufficiency

The project's success relied heavily on human capital — particularly PSS facilitators, legal teams, and economic trainers — yet that capital was often stretched thin:

- PSS staff operated across multiple locations, often without dedicated safe spaces or reliable transport. Emotional fatigue accumulated, with at least three technical experts in different sites taking unpaid leave due to burnout. CBOs requested debriefing or mental health support protocols for staff, but no formal structures were in place.

  "I listened to trauma every day, then went home and carried it alone." – *Representative of a CBO*

- Legal teams provided *ad-hoc* consultations and accompaniment in ongoing cases. However, follow-up capacity varied, particularly in remote areas where court access was limited. According to updates from PWWSD, legal support is ongoing for several women with active cases, showing commitment beyond the project cycle, though systemic gaps in legal infrastructure remain.

- Economic mentoring was offered to a limited number of participants with approved business plans, in line with project design. Considering this, the following data from the WRHs questionnaire must be interpreted carefully: while 63% of respondents reported no follow-up after receiving toolkits and 28% expressed confusion on how to use the materials, these responses came from a broader group, not just the 11 women selected for in-kind support. This highlights the need for clearer early communication about eligibility, support parameters, and post-training expectations.

While no coaching was planned for all participants, the project did exceed its original targets by distributing 11 kits instead of 7, and additional machines were placed at CBO sites to ensure wider community access. This contributed to sustainability and inclusion, even if individual expectations occasionally surpassed what was formally committed.

Material resources also posed implementation challenges:

- Some toolkits were delayed, as per the recipient's point of view, which is explained by to procurement constraints and tax-related complexities, especially in Jerusalem.

- Awareness materials were underutilised, often because local campaign activities lacked dedicated budget lines for printing or dissemination.

- No investment was made in digital tools (e.g., for feedback collection or tracking), which could have increased adaptive capacity and visibility.

In some locations, CBOs stepped in using their own limited resources to fill urgent gaps, a solution that enhanced responsiveness but also created financial strain and blurred lines between implementation and funding responsibility.

E.9.1.3. Alternatives and efficiency trade-offs

Missed opportunities to do more with less

Partners and staff identified several low-cost opportunities that could have increased efficiency:

- Earlier coordination with municipalities could have unlocked co-facilitation, public venues, and in-kind support.

- Stronger integration across components (legal, psychosocial, economic) could have reduced duplication and improved wraparound support, especially for GBV survivors.

- Peer mentorship models could have mobilised ToT graduates or economic track alumni to sustain activities or offer light-touch follow-up.

Digital tools and adaptive systems

While WhatsApp was widely used for informal communication, there was no structured platform for:

- Tracking risk.
- Collecting anonymous feedback.
- Adapting sessions in real-time.

According to the respondents, an SMS system or chatbot could have eased facilitator burden and improved responsiveness.

E.9.1.4. Conclusion

The project demonstrated high delivery efficiency at the frontline level: women were reached, sessions happened, and peer groups emerged. And much of it was achieved with minimal financial resources. But this efficiency came at a cost:

- Burnout and emotional fatigue among staff.
- Friction in procurement and distribution.
- Missed synergies that could have amplified outcomes.

No unjustified costs or major deviations from planned budgets were identified. Delivery was responsible and aligned with stated goals. While the project did not operate through a fully optimised system, it succeeded through the flexibility of CBOs, the dedication of facilitators, and strong relational trust. In response to the post-October 7 context, an additional field coordinator was hired in Bethlehem governorate to strengthen follow-up and access. Moreover, kits were provided directly to the CBOs — a step not originally planned — to enhance sustainability and ensure all members could benefit from shared resources.

Efficiency is not only about savings. It is about making every effort count without exhausting the people who carry the weight. Future phases must pair this trust-based model with structures that support it: cross-track planning, digital feedback tools, embedded mentorship, and staff care systems.

We can conclude that the Efficiency of the project is MEDIUM-HIGH

E.10. Sustainability

E.10.1. To what extent are the achievements achieved by the project likely to last over time? How have changes in the context in the last year affected the sustainability of the project?

E.10.1.1. Analytical framing and methodology

This section assesses whether the results achieved by the project are likely to be sustained over time. It focuses on both the resilience of outcomes (especially for women's empowerment, emotional recovery, and community mobilisation) and the structural conditions needed to maintain or scale these outcomes. It also examines how contextual changes — political, economic, or institutional — during the final year of implementation may have affected sustainability.

Sources include:

- 185 structured questionnaires from WRH and 14 from ToT participants.
- 26 qualitative sessions with 87 respondents.

- Field observation of follow-up activities and informal support mechanisms.
- Desk review of project documentation, secondary sources and SoVs.

E.10.1.2. Likelihood of lasting outcomes

Personal gains and emotional resilience

Across project sites, women described shifts in confidence, awareness of rights, and emotional agency that continued after formal activities ended. In several communities, former participants took the lead in co-organising follow-up awareness sessions and helping new survivors navigate local services — signaling the emergence of grassroots leadership. These efforts served as emotional scaffolds and built informal safety nets that outlasted the funded phase.

"We kept the group alive. Even when the project ended, we were still there for each other." – *WRH*

This social infrastructure is a strong enabler of sustainability at the individual and community levels. However, the emotional resilience built through PSS sessions was also dependent on continuity, which many women said ended too soon. In FGDs, 90% of the WRH participants noted that while confidence and self-awareness remained, the lack of structured follow-up left them vulnerable during relapses or new crises.

Community presence and local legitimacy

The project's visibility through awareness campaigns, advocacy events, and CBO-led outreach enhanced its legitimacy within communities. In several municipalities, facilitators continued to be viewed as trusted references, and CBOs reported ongoing demand for similar services.

However, sustainability depended heavily on the presence of the original staff or peer leaders. Where CBO capacity was strained or turnover occurred, women described feeling "left behind." Without embedded roles (e.g., permanent facilitator positions within local institutions), the risk of loss of momentum remains high.

Institutional and structural constraints

Despite strong relational capital, the project did not secure long-term commitments from public institutions to formally take on or integrate its work. There were no established handover protocols, municipal budget commitments, or embedded pathways for trained facilitators to continue under government structures. However, to support continuity and local ownership — particularly within the economic empowerment component — equipment and business kits were provided directly to each CBO. This step, though not originally planned, significantly strengthened sustainability by enabling broader community access and positioning CBOs to support ongoing economic activity beyond the project's end.

"We proved the work matters. But we did not create a system to protect it." – *Representative of a CBO*

At the national level, although the project aligned with GBV strategies and the MoS and MoWA priorities, coordination remained largely informal. This limited the potential for policy embedding, resource mobilisation, or system-wide adoption of tools and methods.

E.10.1.3. Contextual changes in the last year

The final year of the project was marked by increasing political instability, economic strain, and restrictions on movement, particularly in EJ and parts of Area C. These changes directly affected sustainability in several ways:

- Reduced mobility and public gatherings disrupted follow-up activities, including economic mentoring and community campaigns.
- Inflation and income insecurity made it harder for women to sustain income-generating activities launched under the project.

- Increased emotional stress, linked to political violence and displacement threats, made some women regress in their psychosocial recovery.
- Institutional volatility (e.g., funding cuts to social services or reshuffling of municipal staff) weakened the reliability of referral pathways and service continuity.

CBOs and implementing partners described this period as "survival-focused," with many actors struggling to maintain even basic activities, let alone consolidate gains.

E.10.1.4. Conclusion

The project generated significant and, in some cases, self-sustaining change — particularly at the emotional, relational, and community level. Informal support groups, trusted facilitators, and women-led initiatives continued beyond formal timelines in many areas.

However, structural sustainability was limited. Without institutional integration, long-term funding, or public system ownership, many achievements remain vulnerable to shocks — whether personal (e.g., relapse, backlash) or contextual (e.g., political instability, economic crisis).

The context of the last year further exacerbated these risks, shifting focus from consolidation to short-term coping. The strongest outcomes were relational, not systemic and, while that is a powerful legacy, it is one that requires scaffolding, not just celebration.

E.10.2. To what extent have the conditions been achieved for the psychosocial and emotional improvement of women survivors of GBV to last over time?

E.10.2.1. Analytical framing and methodology

This section assesses the durability of emotional recovery and psychosocial wellbeing gains among women GBV survivors. It considers both internal conditions (e.g., session quality, group trust, self-led support) and external ones (e.g., follow-up, referral pathways, systemic backing) that influence whether healing processes can be sustained over time.

Sources include:

- 185 structured questionnaires from WRH.
- 26 qualitative sessions with 87 respondents.
- Observations from psychosocial sessions and post-session dynamics.
- Desk review of SoVs.

E.10.2.2. Strengths supporting long-term emotional recovery

Safe spaces and relational trust

Survivors consistently described the group sessions as emotionally safe and deeply validating, often their first non-judgmental setting to process trauma. The use of trauma-informed approaches (e.g., optional disclosure, pacing, grounding exercises) helped participants engage at their own readiness.

"They did not force my story. They waited until I could carry it." – *WRH*

In more than half of the FGDs with WRH, participants said the healing process continued outside formal sessions through peer-led WhatsApp groups or informal check-ins. These networks acted as:

- Ongoing emotional anchors.
- De facto alert systems when distress resurfaced.
- Peer referral hubs for new risks.

Ownership and identity rebuilding

Many women described experiencing a psychological shift from isolation and guilt to dignity and agency. Some reported:

- Stronger parenting and relational boundaries.
- Increased community participation.
- Improved ability to name and reject violence.

In 68% of responses through the questionnaires from GBV survivors, women said the psychosocial component gave them tools they could "use in daily life," particularly around self-regulation and boundary-setting.

E.10.2.3. Factors undermining sustainability

Short session cycles. No structured follow-up or referral

As mentioned earlier, one of the most cited concerns — by both women and staff — was that trust and healing often began to solidify around the third or fourth session, while cycles typically ended by the sixth. This premature closure left many women feeling emotionally exposed and unsupported just as they were beginning deeper work.

"It was like the wound was cleaned but not closed." – *Technical expert*

In addition, it was stated during the fieldwork that there was no standardised mechanism for:

- Continued emotional check-ins.
- Access to longer-term care for complex trauma.
- Integration into public psychosocial or mental health services.

Several women who attempted to seek additional support encountered logistical barriers (e.g., travel costs, fear of stigma, unclear referral paths).

Emotional burden on peer networks

While peer-led support was a powerful and organic outcome, it was not structurally supported. Women informally took on the role of counsellors or de-escalators without training, supervision, or backup, creating new forms of stress. 85% of the CBOs and technical experts noted that this model is empowering but also precarious if left unsupported.

"They were there for each other. But who was there for them?" – *Representative of a CBO*

E.10.2.4. Conclusion

The project created meaningful emotional recovery spaces for women GBV survivors, marked by relational trust, self-expression, and dignity. Informal peer networks extended this impact and indicated strong potential for sustained wellbeing.

However, without structured follow-up, formal referral systems, or long-term emotional support, many of the psychosocial gains remain fragile — especially for women facing chronic trauma or social isolation. The project

succeeded in initiating healing; what remains is the task of sustaining it with care, scaffolding, and continuity. Emotional resilience was awakened, but the system to hold it remains incomplete.

E.10.3. To what extent is the improvement in women's economic independence sustainable over time?

E.10.3.1. Analytical framing and methodology

This section examines the extent to which the project's economic empowerment efforts are likely to produce sustainable, long-term change in women's financial independence, agency, and social positioning. It analyses not only whether women gained new skills or income during the project, but whether the foundations were laid for that change to endure — economically, psychologically, and structurally.

The analysis draws from:

- 185 structured questionnaires from WRH.
- 26 qualitative sessions with 87 respondents.
- Observations from psychosocial sessions and post-session dynamics.
- Observations of follow-up activity and informal peer-led initiatives
- Desk review of SoVs.

This assessment is situated within a broader reflection on socio-economic barriers, market conditions, and gender norms that influence the long-term viability of women's entrepreneurship in the project's target areas.

E.10.3.2. Economic empowerment and sustainability of gains

Foundations for independence

The project successfully introduced many women, often for the first time, to structured economic learning, business planning, and vocational skill development. These were not just technical gains; they marked a profound redefinition of women's identity within the household and society.

Survey data reflects a strong short-term impact:

- 78.6% of economic track participants reported moderate to significant benefit from the project.
- 71.4% felt more empowered because of their participation.
- 96.4% described some level of positive change in their lives.
- Over 55% launched a home-based or small-scale income-generating activity (sewing, baking, cosmetics, crafts).

Yet beyond the numbers, what stood out were women's stories of transformation. Many spoke of "having options" for the first time, not only in economic terms, but in how they viewed their own role in decision-making, planning, and community engagement.

The act of earning, however modest, often disrupted household power dynamics. Several women described how their contributions altered how spouses, children, and relatives perceived them. For some, managing household budgets or being asked for financial advice was described as a form of quiet but powerful recognition.

"My husband said he sees me differently now. I tell him how much flour costs, and he listens." – *WRH*

Uneven perception on structures and scaffolding

Despite this emotional and social transformation, there are divergent views about the strength of some practical enablers of sustainability .

- The individual toolkits, tailored according to different sources, were perceived by some women as generic, mismatched, or lacking essential components. This is probably due -as explained above- to the fact that not all women received individual material support under this project, which generated some level of misunderstanding or resentment. The additional kits for community use delivered to the CBOs were in accordance with the vocational training contents (embroidery, sewing, crochet and food production), which may not be in line with the work lines of all women in the project.
- Post-training mentorship was available just for a reduced number of women (according to the project design), while many women requested follow-up coaching or business troubleshooting. The effort to include a higher number of women in coaching sessions compared to the initial design must be highlighted. However, this asset was not perceived as such for those not included in this phase. Furthermore, the coaching and mentorship phase seems not to have been long enough regarding the women's needs. Trainers echoed this concern, noting that confidence gains often faded without structured reinforcement. In this regard, determination by the project team on strengthening this component must be acknowledged, as a complementary project funded by Cantabria was designed (and awarded) to enhance post-training support and initiatives' sustainability.
- Facilitated access to markets, suppliers, cooperatives, and business registration systems was actively pursued. All participants visited two key institutions — the Bethlehem Chamber of Commerce and the Bethlehem Fair Trade Artisans (BFTA) — to explore local and international market linkages. Through the project fair and ongoing coordination, women were invited to place their products for sale, and in the follow-up Cantabria-funded phase, their products will be filmed and included in BFTA's online catalogues. While not all women pursued these opportunities, the structures were in place to support entry and promotion.

In conservative or high-risk environments, economic activity also increased vulnerability. Some women reported tension at home once their income began to increase. In the absence of protective measures, what began as empowerment could become a point of contention.

These risks, though anticipated by some staff, were not structurally addressed, and women bore them alone.

Peer networks and adaptive strategies

In response to the lack of formal support, women themselves became the architects of continuity.

Women created informal support ecosystems — from phone check-ins to marketplace WhatsApp threads — that allowed technical advice and emotional solidarity to continue post-training. These functioned as:

- Peer mentoring circles for technical advice, e.g., fixing broken equipment, pricing products).
- Emotional check-ins and crisis response systems, e.g., alerting others when backlash occurred).
- Ad-hoc marketplaces, where women promoted one another's goods or shared buyers.

Two CBOs reported that these groups later connected women to municipal resources or external opportunities, acting as informal referral hubs — in some cases even accompanying others to legal aid services.

These informal ecosystems were remarkable in their solidarity, resilience, and sustainability — yet they were not formally supported, funded, or documented. Their longevity remains uncertain.

Systemic constraints and external barriers

Several broader factors continue to undermine long-term sustainability:

- Challenges of market saturation were noted in some sectors, particularly embroidery, where competition makes it harder to differentiate. However, food production remained a high-priority sector for many families due to constant demand and daily consumption needs, offering greater potential for steady income when linked to quality and local preferences.
- Lack of legal protection for home-based businesswomen, leaving them vulnerable to harassment, eviction, or informal taxation.
- While there was no formal integration with microfinance institutions or business development service providers during the project lifetime, structured efforts were made to link participants with market actors. All participants visited the Bethlehem Chamber of Commerce and Bethlehem Fair Trade Artisans, where they were invited to place products for sale. In the follow-up Cantabria-funded phase, their products will be filmed and included in the Fair Trade's catalogues for local and online distribution — supporting longer-term market visibility.
- No risk assessments conducted before launching activities — leaving GBV survivors particularly exposed.

In parallel, the project also commissioned a study on the social acceptance of non-traditional occupations for women. This research offers valuable insights into how local attitudes shape women's entry into less conventional sectors and can inform the design of future livelihood programmes. As such, it contributes to long-term sustainability by identifying opportunities and barriers to expanding the scope of women's economic participation.

Moreover, while some participants found elements of the training intensive, the economic empowerment intervention unfolded over several stages. It began with awareness-raising, followed by skills training (in embroidery or food production), business planning sessions, and tailored coaching for selected women. Participants then competed for in-kind kits, joined a well-attended fair with strong stakeholder visibility, and received equipment orientation training. This layered approach offered multiple entry points for learning, even though women with lower literacy still faced retention challenges in some phases.

Briefly, the project catalysed individual drive and competence, but did not build the ecosystem to nurture or protect it.

E.10.3.3. Conclusion

The project sparked economic aspiration, agency, and visibility among women who had previously been excluded from formal livelihood systems. It taught skills, planted ideas, and — perhaps most powerfully — gave women the confidence to define themselves as more than dependents. Participants were introduced to key market actors such as the Bethlehem Chamber of Commerce and Bethlehem Fair Trade Artisans, with further product visibility and sales planned under the Cantabria-funded continuation. While these efforts created a critical foundation, the absence of broader systemic integration — including legal protections, mentorship pipelines, and sustained financial support — means some gains remain vulnerable without continued investment.

The resilience of the participants was extraordinary, but resilience should not be the only strategy. Sustainability requires infrastructure, investment, and institutional backup.

Economic independence was activated, but not yet institutionalised. Its continuity now depends on whether future efforts will reinforce what this project began: not just income, but possibility.

E.10.4. Do implementing organisations have the capacity to guarantee or promote the sustainability of the results achieved?

E.10.4.1. Analytical framing and methodology

This section assesses whether the four implementing partners as well as affiliated CBOs, possess the institutional capacity, technical expertise, and operational positioning to sustain or build on the results of the project. It examines both internal factors (e.g. staffing, tools, systems) and external enablers (e.g. relationships with authorities, access to funding, embeddedness in communities).

The analysis draws on:

- 26 qualitative sessions with 87 respondents.
- Observations of coordination practices, capacity gaps, and adaptation strategies.
- Desk review of project documentation and SoV.

E.10.4.2. Organisational strengths and legacy capacity

Across the board, the four implementing organisations were widely respected by CBOs, local authorities, and rights holders for their thematic expertise and community credibility. Each brought distinct added value:

- Alianza helped frame the intervention with a rights-based and intersectional lens.
- MPDL brought advocacy experience and technical input on women's rights frameworks.
- PWWSD was consistently praised for psychosocial expertise and GBV case handling.
- YWCA offered strong facilitation methods and youth-based mobilisation.

CBOs noted that the project helped elevate their professional and institutional legitimacy, particularly in how they were perceived by municipal actors and community members.

"Before, we were just a local group. Now, the municipality consults us about youth and gender." – *Representative of a CBO*

Some ToT materials and facilitation methods have already been reused by CBOs in school outreach and youth sessions. In a few areas, participants-initiated awareness circles in women's centres or coordinated legal referrals — suggesting ownership extended beyond the life of the project.

However, legacy capacity varied significantly between organisations. While some had the systems and staffing to continue project-aligned activities independently, others relied heavily on external guidance and would require additional support to sustain outcomes. This divergence points to the need for differentiated follow-up strategies in future phases. Several CBOs also requested debriefing and mental health support for facilitators, highlighting the emotional toll of delivery and the burnout risks already noted in earlier sections. Without wellness protocols or structural support, even highly committed staff risk disengagement or turnover.

E.10.4.3. Constraints to organisational sustainability

Despite this strong foundation, several constraints limit the ability of implementing organisations and CBOs to sustain project results at scale or over time:

- Staff turnover and limited institutional memory: due to short contracts and uncertain funding, much of the capacity built during the project resided in individual professionals rather than in systems. Several staff who received training or carried core responsibilities had left their organisations by the end of implementation. CBOs described this as "losing the thread" of continuity.
- Emotional fatigue and burnout: many technical experts — particularly those engaged in GBV, legal aid, and economic mentoring — reported emotional exhaustion. Without formal debriefing spaces, wellness protocols, or sustainable caseloads, organisations risk losing their most committed actors.
- Lack of structural handover plans: while some municipalities expressed interest in retaining technical experts or continuing campaigns, there were no formalised handover mechanisms. CBOs and

implementing partners were expected to continue coordination, training, or referrals — but without a corresponding shift in budget, mandates, or shared accountability.

- Funding instability: none of the partner organisations had secured multi-year funding to extend project results. Their capacity to deliver was clear; their ability to sustain that delivery independently was not.

E.10.4.4. Existing opportunities for scaling and sustainability

Despite these gaps, partners and CBOs identified concrete opportunities to anchor sustainability if adequately supported:

- Adapting ToT models for municipal youth programming or CBO-led school outreach.
- Embedding GBV and psychosocial tools in local service protocols, e.g., through training of MoSD staff or shelter teams.
- Creating peer mentorship systems, leveraging trained women as low-cost community facilitators.
- Using existing CBO infrastructure (e.g., women's centres, vocational labs) to continue trainings with municipal or INGO support.

Several CBOs had already taken independent steps to continue work with women's groups, organise legal awareness events, or integrate project content into their ongoing activities. However, they described these efforts as "running on passion, not fuel."

E.10.4.5. Conclusion

The implementing organisations — and especially the CBOs they worked with — have the credibility, knowledge, and motivation to promote the sustainability of results. They are deeply embedded in the communities, widely trusted, and possess tested methodologies that are already being reused. But goodwill is not enough and without structural investments, the burden of sustainability risks falling on overstretched, under-resourced teams, especially in a highly challenging context.

- Institutional memory (staff retention, documentation, mentorship).
- Well-being and emotional support for frontline workers.
- Budget lines for continuation or replication.
- Joint frameworks with public systems.

The capacity is there, but it is vulnerable. To truly sustain change, the system needs to sustain the changemakers. While formal institutional anchoring was not achieved during the project cycle, multiple forms of social and community continuity emerged. CBOs were equipped -both material and technically- to enhance their role and support to the women in their communities. The short project duration and absence of handover mechanisms limited systemic sustainability, yet the early signs of local ownership and initiative suggest meaningful potential for future continuity.

We can conclude that the Sustainability of the project is MEDIUM

F. Conclusions

F.0. General conclusions

The project was implemented in a multidimensional and highly challenging context, marked by political instability, structural restrictions — including severe roadblocks and forced unemployment that drastically impacted household income and shifted purchasing priorities to essentials — limited mobility, economic crisis, and shifting community needs. Despite these constraints, the intervention achieved relevant and visible progress across psychosocial wellbeing, economic participation, and local advocacy.

One of its most notable contributions was its capacity to connect and engage women across fragmented geographies — Area C of Bethlehem and EJ governorates — and to strengthen community-based mechanisms for healing, protection, and empowerment.

The economic empowerment component also achieved meaningful outcomes. Following business and vocational training, many women began launching small businesses or professionalizing previous informal activities. They acquired critical skills in product pricing, promotion, and market access — capacities they had lacked before. In Nahalin, for instance, several women have taken on more visible roles in municipal and community structures, earning trust and contributing actively to local development. Others have joined local bazaars or collaborated with civil society actors, expanding their outreach and visibility.

The partnership itself was new, operating across diverse territories and organisational cultures, yet it succeeded in delivering aligned programming with territorial coherence. While some structural limitations affected the scope and durability of change, the project laid critical groundwork for longer-term impact — including new referral pathways, empowered community leaders, and emerging advocacy ecosystems.

These achievements were made possible within a 24-month window — a period often insufficient to consolidate deep transformation, especially in challenging contexts — underscoring the commitment and adaptive capacity of all involved.

F.1. Relevance

The intervention demonstrated a consistently high level of relevance across all layers of engagement — from individual rights holders to local organisations and institutions. It reflected a clear understanding of the diverse, intersectional needs of women affected by or at risk of GBV and designed its services accordingly. PSS was safe, trauma-sensitive, and deeply valued; economic empowerment addressed structural vulnerabilities with dignity; and awareness-raising efforts challenged harmful norms and increased visibility.

The project's relevance was particularly marked by its responsiveness to emotional, social, and economic realities — women were not treated as beneficiaries, but as people with histories, ambitions, and risks. Services and tools were adapted to meet literacy levels, mobility constraints, and geographic fragmentation, especially in hard-to-reach or legally complex areas such as Area C villages.

Women involved in advocacy and training were meaningfully engaged and maintained consistent coordination with networks such as HEMAYA and Al Muntada. From the implementing side, particularly PWSSD, the advocacy track focused primarily on awareness-raising rather than direct action or campaigning. While many women gained public visibility, further investment in protective mechanisms remains necessary to sustain their engagement safely.

Equally, the intervention respected and leveraged the strengths of local organisations. Implementing partners and CBOs were not just delivery actors, but thematic leaders whose expertise shaped engagement. Professional capacity was strengthened, and local methodologies were validated. Structured risk planning existed at various levels — including coordination with legal actors, community facilitation teams, and site-based contingency adaptations — but short funding cycles and limited institutional handover mechanisms diluted the full potential of these gains. Emotional strain on staff was noted, and while some organisations absorbed and continued the work, the lack of formal co-governance structures left long-term sustainability fragile.

What emerges from the relevance analysis is a project deeply grounded in the realities of the people it aimed to serve — flexible, thoughtful, and values-driven. But relevance also requires endurance. It is not enough to open

spaces for healing, income, and voice; those spaces must be structurally protected, institutionally co-owned, and allowed to evolve.

Relevance, in this case, was not the absence of harm or the presence of alignment — it was the courage to meet people where they were, and the humility to listen. Future efforts must carry that spirit forward with deeper roots and longer commitments.

F.2. Alignment

The project's objectives and methods were largely aligned with national gender and protection strategies, including MoWA's GBV priorities and CEDAW commitments. However, engagement with national system actors remained limited in depth and scope. While technical coordination with ministries occurred, there was little evidence of strategic alignment or joint planning. Local-level coherence was stronger — particularly with CBOs and municipal actors — but vertical integration with national frameworks was not systematically pursued, limiting policy linkage and institutional anchoring.

F.3. Coherence

The project demonstrated a high degree of coherence across multiple dimensions. Internally, training materials, facilitation approaches, and content across psychosocial, economic, legal, and awareness components were aligned with the project's overall strategy and theory of change. A gender-transformative and rights-based approach was not only embedded in content but embodied by facilitators and staff, who served as credible role models.

At the operational level, components were mutually reinforcing — particularly when participants engaged across multiple tracks. The flexibility granted to partners and CBOs allowed for meaningful local adaptation, enhancing resonance and ownership.

Externally, the project aligned well with local authorities' gender priorities and collaborated effectively with CBOs, though coordination with national institutions and other interventions remained largely operational rather than strategic. The four-partner consortium model added significant value, enhancing credibility, reach, and thematic depth — though the absence of formal integration mechanisms (e.g. case tracking, joint M&E) limited its full potential.

Coherence was strong in intent, design, and much of the delivery — but now requires more structured systems to support long-term sustainability.

F.4. Appropriation

The intervention demonstrated a strong commitment to participatory implementation and local contextualisation. Local partners — particularly the four implementing NGOs and affiliated CBOs — were entrusted with content delivery, community engagement, and the contextual adaptation of tools and activities. Women trained under the economic empowerment track were not only recipients but also authors of their business proposals, demonstrating significant ownership and entrepreneurial intent.

Appropriation was particularly strong at the operational and delivery levels. Partners showed flexibility and initiative in adapting content and outreach strategies to meet emerging needs. Several adjustments — including changes to PSS session structure, localised awareness campaigns, increased target and in-kind support and joint field planning — were made in response to feedback from communities and implementing staff. These adaptations were a testament to the responsiveness of field teams and the trust placed in their expertise.

However, across domains — including partner participation, community feedback, CBO advocacy, and women's business leadership — influence was more limited at the strategic level. Some partners expressed that while their technical contributions were valued, opportunities to shape higher-level decisions, formal governance structures, or cross-partner strategy were fewer. Similarly, CBOs played an essential role in translating project goals into community realities, but they lacked structured mechanisms to feed community insight back into project design.

Women's leadership — particularly in economic and advocacy components — was encouraged and visible. Yet the absence of long-term accompaniment or protective structures in some locations meant that this leadership was not always safeguarded or institutionally reinforced.

In sum, appropriation was evident, and the foundations for shared ownership were strong. But to transform that ownership into lasting influence, future efforts should invest in formalising co-decision-making spaces, strengthening adaptive learning systems, and building sustainable protective frameworks for women and community actors taking on visible leadership roles.

F.5. Effectiveness

The project demonstrated a high level of effectiveness across its multisectoral components, with most expected results and indicators either met or exceeded. The intervention succeeded in translating its theory of change into tangible outcomes for women survivors and communities across 9 targeted locations. Psychosocial, legal, economic, and advocacy components worked in concert to support women's empowerment, protection, and public participation.

Women reported meaningful shifts in emotional resilience, conflict resolution, legal literacy, and self-confidence, while economic activities, though modest in income, led to increased decision-making power and new social roles. The training-of-trainers (ToT) and advocacy tracks further enabled women to step into leadership and visibility — creating ripples of influence within their communities. CBOs and technical experts played a vital role in the intervention's success, using trusted local relationships and participatory methodologies to deliver support in culturally relevant and safe ways. Internal coherence was also reinforced by participant overlap across components: 80 women from the economic empowerment track (R3) also participated in PWWSD's psychosocial support sessions for women survivors or at risk of GBV. This cross-component integration enhanced both emotional resilience and economic activation.

The project's effectiveness was amplified by the complementarity of its design. Participants who engaged in multiple tracks experienced deeper and more sustainable changes, confirming the strength of the layered approach. Additionally, the inclusion of masculinities sessions and male engagement, while harder to quantify, began to shift discourse among some participants and opened space for future transformation.

However, several factors constrained the full depth and continuity of results. Some factors limited the consistency and depth of implementation — including the short timeframes for follow-up, limited procurement flexibility, high staff workload in certain tracks, and contextual instability in late 2023–early 2024. Legal accompaniment and post-training economic mentoring were especially affected by these constraints, although they were provided to some extent, according to the project design. Despite these challenges, 48 women survivors of GBV accessed legal accompaniment or court representation services, a critical activity that addressed both protection and justice dimensions. In addition to that, coaching support was extended beyond initial targets: although 30 women were originally planned to receive it, at least 36 (and potentially up to 42, pending final verification) were reached. This ensured that no viable business plan was left unsupported, reflecting the project's commitment to inclusion.

While the logical framework was largely appropriate, some indicators remained focused on outputs and missed the more nuanced behavioural and relational changes that emerged — particularly around perception shifts, emotional healing, and evolving gender roles. Nonetheless, the overall evidence confirms that the project achieved its intended results, created pathways for long-term empowerment, and produced measurable improvements in the lives of rights holders and their communities.

In sum, the project delivered a highly effective response to GBV and gender inequality in a complex setting — balancing ambition with realism and achieving transformational outcomes with relatively limited resources.

F.6. Coverage

The intervention demonstrated strong and contextually adaptive coverage across its core tracks — PSS, economic empowerment, legal aid, awareness-raising, and community facilitation. It reached a broad spectrum of rights holders, including GBV survivors, economically vulnerable women, and those with limited prior civic participation. The project was particularly effective in engaging women from geographically and legally constrained areas — especially villages in Area C — where mobility and trust are critical access barriers.

Technical experts adapted content to different literacy levels, family situations, and emotional readiness, ensuring that women's entry points into the programme were inclusive and dignified. While some structurally excluded groups — such as women with disabilities or stateless women — were reached through targeted efforts (e.g., in camps like Dheisheh), the coverage of these groups was not always systematically tracked or planned from the outset. The term "undocumented" may have been unclear; the key point relates to women with precarious legal status or lack of official registration, whose access challenges require specific attention.

Access mechanisms such as transport stipends and childcare were provided in several instances — for example, during fair days, field visits, or group sessions. For the economic component, buses were arranged for fairs and field trips, and stipends were distributed based on participants' locations. While these efforts addressed many access needs, variation in distance and local conditions meant that coverage was not always perceived as equal across sites.

The breadth of outreach was evident, but deeper access and consistent inclusion of the most marginalised women remain areas for future investment. Additionally, two Bedouin women — facing illiteracy and difficult living conditions — were recognised with tailored kits and formal acknowledgements for their outstanding commitment, consistent attendance, and visible improvement. These awards went beyond the activity targets, illustrating the project's effort to honour resilience and inclusion in underrepresented communities.

F.7. Participation

The intervention demonstrated a genuine commitment to participatory approaches, particularly through the active engagement of CBOs, local facilitators, and women leaders in awareness campaigns and ToT implementation. These actors were not just recipients or intermediaries — they became co-designers, facilitators, and, in some cases, public representatives of the project's values.

Participation was strongest in interpersonal dynamics and field-level collaboration. CBOs and participants contributed meaningfully to programme delivery and were visibly engaged in outreach and mobilisation. Advocacy participants, for example, related to platforms like HEMAYA and Al Muntada throughout coordination phases, and partners such as PWWSD focused their efforts on awareness-raising with structured accompaniment.

At the partner level, participation was supported by coordination meetings, joint planning sessions, and feedback mechanisms that allowed for timely adaptation and joint decision-making. However, at the CBO level, participation structures were less formalised. Many contributions were reliant on individual initiative rather than institutionalised co-decision-making. While there were efforts to consult and include, some CBOs noted that their feedback was not always integrated into planning or resourced for sustainability.

Additionally, feedback systems for participants were present but not always perceived as fully safe or anonymous — which may have affected how openly concerns were raised. This highlights a need not for entirely new systems, but for strengthened channels of trust, transparency, and shared governance.

The participation model succeeded in creating inclusive spaces, but its sustainability would benefit from more structured and equitable mechanisms — ensuring that engagement is not episodic or personality-driven but embedded in systems of accountability and shared leadership.

F.8. Impact

The intervention catalysed meaningful emotional, social, and civic transformations for women and local actors. Women's agency, voice, and visibility increased across psychosocial, economic, and advocacy domains — often resulting in altered household dynamics, stronger peer leadership, and expanded influence in their communities.

PSS enabled many women to process trauma, express themselves more openly, and build mutual aid groups that continued beyond the formal project timeline — especially important after the escalation in October 2023. Economic activities contributed to growing independence: several participants launched or improved small businesses, applied pricing and planning strategies learned during training, and gained recognition within their households and municipalities. The sense of empowerment was not symbolic, but practical and visible.

At the institutional level, the project fostered strategic partnerships for the first time between actors like YWCA and CBOs in Bethlehem governorate, encouraging stronger networks across Area C for EJ. Some trained facilitators entered local governance processes, and advocacy sessions contributed to the uptake of gender-sensitive discourse among youth and community leaders.

However, these gains were not without fragility. Where systemic support did not keep pace — whether in legal accompaniment, safety protocols, or extended mentoring — some women experienced frustration or backlash. While additional business mentoring was introduced through the Cantabria-funded continuation, not all participants were reached during the original project phase. Staff and frontline actors carried substantial emotional burdens, sometimes without formal structures for debriefing or support.

While personal commitment was undeniably a driving force, it would be reductive to attribute impact solely to individual motivation. The project also created momentum, opened strategic spaces, and built partnerships that were new and meaningful. These foundations, if structurally reinforced, can seed deeper and longer-term transformation.

F.9. Efficiency

The project demonstrated high operational efficiency at the frontline level, primarily due to the dedication of facilitators, trainers, and CBOs. Despite modest budgets and short timelines, substantial reach and meaningful outcomes were achieved — especially in economic empowerment, peer support networks, and community mobilisation. However, this success relied heavily on personal sacrifice, rather than systemic optimisation.

Human and material resources were barely sufficient. Staff worked beyond their mandates, often absorbing emotional risks without formal support. While follow-up mechanisms were in place — including coordination meetings, session debriefs, and CBOs outreach — limited investment in systematised or innovative approaches (such as digital tracking tools or structured mentoring frameworks) created avoidable bottlenecks. Procurement rigidity and the absence of formal coordination across project components (e.g., psychosocial, economic, legal) further reduced continuity for participants with complex needs. In response to escalating access and security challenges — particularly between EJ and Bethlehem — an additional staff member was hired in Bethlehem to ensure R3 activities continued without disruption. Despite the extra costs, the project preserved its overall efficiency and even expanded in-kind support, delivering more kits than initially planned to both individuals and CBOs.

In sum, the project delivered well under constraint, combining committed human effort with functional coordination structures. Nonetheless, gaps in systemic planning and resources meant that sustainability depended more on people than systems.

F.10. Sustainability

The project achieved meaningful outcomes in psychosocial healing, economic participation, and leadership emergence; however, these remain fragile in the absence of systemic anchors. Planned peer networks and self-sustaining support groups, alongside CBO-led follow-up, demonstrate early pathways to sustainability, particularly in the psychosocial and advocacy components. The kit strategy effectively combined individual and

collective support modalities — optimizing reach and impact within the project's resource constraints. Yet, the absence of structured handover mechanisms, multi-year funding, and institutionalised roles within public systems limits the long-term consolidation and scalability of results in an increasingly challenging context. Economic independence showed promising short-term gains, but its durability depends on continued mentoring, legal protection for home-based enterprises, improved access to stable markets, and the general socio-economic crisis.

While implementing organisations exhibited strong commitment and operational capacity, their ability to sustain momentum was constrained by limited resources, high staff turnover, and weak institutional embedding. Nonetheless, the potential sustainability of the project reached a non-negligible level. Alianza and its partners continued working to ensure continuity by including project CBOs and communities in complementary initiatives — reinforcing the foundations laid and supporting ongoing processes beyond the original intervention. Notably, some internal political dynamics posed additional challenges; for example, entering areas such as Hosan (with strong Liberation Party presence) or Jabaa (where resistance to women's organisations was reported) required significant negotiation and trust-building. Despite these constraints, YWCA maintained long-term partnerships with several CBOs beyond the Alianza project — including past cooperation in localities such as Anata and Al-Ram — providing an additional layer of continuity and local legitimacy.

G. Lessons learnt

G.1. Relevance

- Local ownership requires more than inclusion: while CBOs were actively involved in delivery and consultation, their roles were often limited to implementation. Long-term relevance depends on systematically integrating these actors into governance structures, co-decision-making processes, and continuous feedback loops — not just engaging them as delivery partners but recognising them as strategic stakeholders.
- Short-term funding undermines local capacity: local actors need time and flexibility to operationalise change and absorb innovation. Trust-building, adaptive learning, or organisational growth can only be achieved with enough time and resources.
- Rigid tools can erode credibility and expose risk: when support packages or delivery methods do not match field realities or GBV risk profiles, it is frontline staff who absorb the reputational and emotional cost. Participatory alignment is essential.
- Weak safeguarding and feedback mechanisms weakens empowerment: without built-in structures to identify backlash, ensure facilitator safety, and respond to lived resistance, both women and local staff remain vulnerable. Protective ecosystems must be embedded.

G.2. Alignment

- Strategic alignment benefits from early institutional engagement — even if partial: while ministries were more present in training and referrals, their limited involvement in design and review reduced long-term ownership. Future projects should explore phased or advisory engagement early on, recognising that full institutional access may not be immediately feasible.
- Vertical coherence improves sustainability — even in small steps: strong alignment was achieved at the local level, but linkages to national strategies remained weak. Building coherence doesn't require full policy integration at once; even informal connections (e.g., sharing findings, joint validations) can strengthen continuity and institutional memory.
- Community-centred models gain strength when supported by policy scaffolding: bottom-up work was powerful, but without policy support, the impact risked being fragile. Projects can benefit from planning simple vertical feedback loops — using grassroots insight to inform national agendas, even indirectly.

G.3. Coherence

- Facilitators as value carriers: credibility, empathy, and local legitimacy were often more critical to coherence than the content itself. Facilitators who embodied the project's values enabled deeper trust, uptake, and emotional safety.
- Adaptation enhances relevance without weakening strategy: allowing CBOs and trainers to adapt materials — while preserving core messages — improved coherence and resonance in conservative or low-literacy contexts.
- Coordination is strong, but systematisation could deepen it: coordination among project actors was generally structured and consistent, with regular meetings, clear roles, and collaborative activities from the outset. Tools like WhatsApp and informal channels were used strategically to facilitate access and responsiveness — especially for women and CBO focal points — but this should not be mistaken for unstructured coordination. However, after October 7, contextual constraints limited joint planning and in-person collaboration. Moving forward, complementing strong interpersonal relationships with more formalised referral, learning, and data-sharing systems could strengthen coherence across all components.
- Integration needs both vision and systems: while the project design was conceptually integrated, implementation often remained siloed. Coherence across tracks must be operationalised through tools (shared tracking, joint planning) and shared accountability.
- Consortium collaboration proved resilient: the four-partner model enabled thematic complementarity, geographic reach, and mutual learning. While external factors affected coordination depth during crisis periods, the foundation of trust and cooperation allowed the consortium to adapt and maintain delivery. Future efforts should build on this platform with harmonised systems for documentation, joint reflection, and inter-track integration — ensuring that collaboration continues beyond the implementation phase.

G.4. Appropriation

- Leadership without institutional voice limits impact: local actors were given implementation authority but had little role in setting strategy, adjusting tools, or shaping evaluation. Ownership requires power, not just participation.
- Systematising adaptation and feedback ensure institutional learning: throughout the project, facilitators and CBOs demonstrated notable flexibility in adjusting activities to local realities. However, these informal adaptations, while valuable, were rarely captured or shared systematically. Similarly, although rights holders and local actors provided meaningful feedback, the absence of dedicated mechanisms such as midline reviews, shared documentation, or digital tracking tools meant that insights often remained localised. Building structured systems to document, analyse, and respond to adaptation and feedback is essential for scaling learning and ensuring strategic accountability.
- Women's economic leadership must be matched with structural backing: business proposals were genuinely led by women, but lacked deep market access support, or risk management tools. Vision cannot be sustained without system accompaniment.
- Advocacy without protection increases exposure: CBOs who stepped into advocacy roles were left vulnerable to community backlash without institutional safeguards. Voice must be shielded, not just amplified.

G.5. Effectiveness

- Layering yields power: sequencing interventions (psychosocial before economic or ToT, for example) deepened impact. Participants built confidence, knowledge, and networks progressively — leading to better outcomes and sustained leadership.
- Facilitators are impact multipliers: the credibility, consistency, and care of facilitators — many of whom were women from the same communities — were central to the effectiveness of every component. Investing in their training, emotional support, and role evolution is key to future success.
- Community-led campaigns build ownership: allowing WRHs to co-create advocacy content not only improved message relevance but created deep emotional investment and visibility. Campaigns were not seen as "NGO work," but as expressions of lived experience.
- Systemic gaps within the consortium limited-service continuity: despite strong frontline delivery, the absence of formalised referral protocols between consortium members, limited operational links with public institutions, and insufficient protection mechanisms for women stepping into visible roles restricted the long-term reach of services. More structured internal pathways — especially for psychosocial, legal, and economic follow-up — are essential to ensure continuity across components and partners.
- Contextual volatility must be a central design parameter, especially in times of escalation: in the oPt, political instability, access barriers, and emotional distress are ongoing realities, not exceptional events. The escalation following October 7, 2023, significantly disrupted implementation and strained participants and staff. Future programming must integrate context-responsive delivery models, PSS systems, and contingency planning from the outset to ensure resilience in volatile settings.

G.6. Coverage

- Contextual flexibility enhances inclusion: local adaptation of outreach methods, session content, and facilitation styles was essential for reaching women in conservative, isolated, or high-risk areas.
- Trust-building is an access strategy: peer mobilisation, CBOs involvement, and emotional safety were more effective than formal registration or referral systems in enabling participation.
- Coverage is not just reach, it is presence with equity: while geographic and demographic spread was broad, some of the most marginalised women were either not identified or not fully supported to engage.
- Invisible barriers require layered mitigation strategies: while the project adapted session times to women's availability and offered transport or childcare support in several instances — such as during fairs or group sessions — these access mechanisms were not consistently available across all locations. Gaps in structured provision and GBV-sensitive access planning disproportionately affected women with caregiving responsibilities or those facing restricted mobility due to high-control household dynamics. Future efforts should systematise such supports to ensure equitable participation across all vulnerability profiles.
- Data gaps hinder course correction: the absence of disaggregated data (e.g., by disability, legal status, or minority identity) limited the project's ability to identify coverage gaps or adjust targeting mid-cycle.

G.7. Participation

- Participation needs follow-through to sustain trust: the project created meaningful spaces for stakeholder input — including ToT-led replication sessions, advocacy planning, and joint meetings with partners and CBOs. However, in some instances, feedback did not translate into tangible action or long-term structures, particularly for CBOs or women in emerging leadership roles. Participation gains legitimacy when it is resourced, acknowledged, and linked to decision-making power.

- CBOs play vital participatory roles but require ongoing support: during the project, CBOs served as trust brokers, cultural mediators, and content facilitators. Their efforts were instrumental in securing local participation and delivery. However, the absence of structured investment in peer learning, burnout prevention, or sustained coordination mechanisms left many CBOs feeling overstretched. Ensuring that their participatory role is not extractive requires continuous support during and beyond project cycles.
- Campaigns create space, but not always structure: awareness and advocacy efforts were successful in visibility and mobilisation. Yet, without links to municipal systems, policy structures, or protection frameworks, their long-term value is vulnerable.
- Women's leadership grows with mentoring and safety: the project successfully elevated women as trainers, campaigners, and community leaders — offering recognition through diplomas, graduation events, and visible roles. However, some women expressed a need for more structured mentoring and ongoing support once they stepped into these leadership spaces. Empowerment is strongest when accompanied by long-term accompaniment and protection mechanisms.

G.8. Impact

- Informal networks are powerful continuity mechanisms: peer-led WhatsApp groups, survivor circles, and informal mentorship emerged as key sources of sustainability, often outperforming formal referral pathways in reach and responsiveness.
- Institutional legitimacy is a form of impact: when CBOs are seen not only as implementers but as conveners and advisors, their ability to sustain change increases. Legitimacy must be nurtured with visibility, voice, and strategic alliances.
- Psychosocial staff are also at risk: the emotional toll of supporting survivors without debriefing structures or staff care protocols leads to burnout and attrition, undermining the project's most sensitive roles.
- Bridging ambition and support systems is essential for continuity: many women left sessions with renewed confidence, entrepreneurial ideas, and community engagement plans. In several cases, this translated into tangible follow-up: selected participants received coaching, in-kind kits, or continued engagement through peer and CBO networks. However, support varied across locations and tracks, and in some instances, women's momentum slowed in the absence of structured mentoring or sustained accompaniment. Strengthening post-training pathways — especially in economic and advocacy components — is key to converting short-term empowerment into long-term outcomes.

G.9. Efficiency

- Delivery succeeded through both design and dedication: the project's effectiveness stemmed from a combination of solid methodological design, committed human resources, and the trust built by implementing partners and CBOs. While human effort played a central role — sometimes going beyond formal duties — success cannot be attributed to that alone. The approach, tools, and local partnerships also contributed meaningfully.
- Procurement systems must be responsive to field realities: delays and limited flexibility in procurement affected perceptions of fairness and undermined timeliness. In the economic component, while in-kind kits were aligned with approved business plans and selected by trainers, the modality and quantities did not always match women's expectations. Early and clear communication could mitigate such mismatches in future phases.
- Follow-up deepens impact and safeguards investment: while the project included post-training support — including legal accompaniment, targeted economic coaching, and extended efforts through the Cantabria-funded continuation — coverage varied across locations and tracks. For greater impact,

mentoring and follow-up should be planned, resourced, and consistently delivered to all intended groups.

- Supporting those who support others is essential: emotional burden on frontline staff, particularly psychosocial facilitators and CBO representatives, was repeatedly noted. Though already mentioned in other sections, it remains important to reinforce sustained efficiency requires internal care systems (e.g., debriefs, supervision, staff well-being protocols), not just external output.
- Missed synergies reduce impact: silos between tracks led to duplicated effort and fragmented care for women with multiple vulnerabilities. Integrated planning could have created more with the same resources.

G.10. Sustainability

- Sustainability must be embedded, not postponed: the project integrated sustainability from the outset through capacity-building, CBO engagement, business mentoring, and ToT-based replication. However, structural sustainability — such as formal handover pathways, multi-year funding, and public system integration — remains a key area for future investment. Planning for institutionalisation should evolve in parallel with implementation, not only as an end-phase concern.
- Community-led ecosystems are promising, but need scaffolding: informal channels like WhatsApp groups, self-support networks, and alumni-led mentoring emerged organically and extended the project's reach. These efforts are valuable but fragile. Their sustainability depends on being recognised, resourced, and embedded within formal support structures to ensure continuity and accountability.
- Durable change needs institutional anchoring: while many outcomes — especially in psychosocial healing and economic participation — showed potential for longevity, they remain vulnerable without integration into broader governance frameworks. Sustainability increases when communities, CBOs, and institutions share roles, data, and decision-making.
- Staff and CBOs are willing to go beyond their mandates: but without proper care systems, burnout may undermine continuity and quality.
- Sustainability must be planned from the start, not at the end: co-ownership, integration into local governance systems, and shared frameworks are essential.
- External shocks (e.g., political instability, funding disruptions): amplify the vulnerability of time-limited models and highlight the need for adaptable, localised delivery systems.
- Institutionalisation is the bridge to sustainability: knowledge gained by individuals is fragile if not embedded within organisational systems. Future phases should prioritise building structures that retain, mentor, and adapt capacities — ensuring continuity across staff transitions and reducing reliance on personal commitment alone.

H. Recommendations

H.1. Relevance

- Strengthen participatory governance systems: while the project included planning and coordination mechanisms with partners and CBOs, future phases should deepen this participation by expanding co-leadership spaces for reflection, decision-making, and adaptive learning. This includes:
  - Involving local actors in indicator refinement and strategic reviews.
  - Strengthening real-time feedback channels (including safe, anonymous options).
  - Formalising protocols for flexible programme adjustment based on grassroots input.

- Strengthen safeguarding for frontline actors: future programming should include clear protocols and dedicated resources to protect community-based facilitators and staff engaged in sensitive norm-shifting work. This could include:
    - Risk-mitigation training for all facilitators and CBO partners.
    - A rapid response protocol for backlash or threats (e.g., legal guidance, psychological support, temporary withdrawal from public activities).
    - Confidential check-in mechanisms and referral pathways for facilitators under pressure.
    - Contingency budgets to support protective

    These measures require dedicated human and financial resources (e.g., part-time safeguarding focal point, risk fund line item), but they are essential to ensure safe participation and sustainable community engagement. measures (e.g., relocation transport, private legal consults, communication support).
- Invest in institutional capacity, not only individuals: support the development of internal systems (e.g., human resources, M&E, knowledge management) within local organisations. Complement professional trainings with organisational grants, mentorship structures, and embedded technical accompaniment.
- Adopt multi-year planning frameworks: shift from fragmented 12-to-24-month funding cycles to longer-term partnerships that allow for strategic learning, adaptive delivery, and sustainable community engagement. Support phased implementation and resource transitions.
- Align tools and delivery with field realities: ensure that support packages, materials, and methodologies are contextually appropriate by involving community-facing actors in procurement and distribution planning. Use participatory assessments to match interventions with women's lived constraints and GBV risk environments.
- Embed organisations and women leaders in sustainability strategies: co-develop handover plans with municipalities and CBOs that include resource pathways, facilitator retention, risk planning, and integration into public systems (e.g., gender units, referral mechanisms, local service budgets). Strengthen safeguards for women in public leadership roles.

H.2. Alignment

- Engage national institutions through phased involvement: recognising the constraints of access, ministries like MoWA and MoSD could first be engaged through validation workshops or advisory inputs during project inception — setting the stage for deeper involvement over time.
- Create flexible coordination spaces: instead of formal joint bodies from the outset, begin with informal coordination mechanisms (e.g., co-hosted events, shared review check-ins, or working groups led by trusted CBOs) that gradually evolve into more structured platforms.
- Facilitate bottom-up to top-down feedback flow: use existing CBO reports, session summaries, and training reflections as evidence to feed into national-level dialogues. Even if policy actors are not consistently present on the ground, they can engage with curated community insight through short policy briefs or shared M&E dashboards.

H.3. Coherence

- Formalise coordination mechanisms across actors: establish structured engagement with local and national institutions (e.g. MoSD, MoWA) through agreements, advisory groups, or shared planning frameworks to enhance strategic coherence.

- Invest in cross-track integration tools: introduce shared referral systems, case tracking mechanisms, and joint facilitation debriefs across psychosocial, legal, economic, and advocacy components to reinforce internal coherence.
- Consolidate and resource CBO engagement: the project established formal collaboration with CBOs through MoUs and joint implementation frameworks. To build on this, future initiatives should deepen CBO support by:
    - Introducing dedicated grant mechanisms to enhance organisational stability and ownership.
    - Establishing clear role definitions and expectations for project contributions.
    - Creating structured feedback loops and shared decision-making spaces.
    - Ensuring consistent resource-sharing agreements (e.g., equipment, operational costs) to reduce burnout and dependency on volunteerism.
- Support CBOs with recognition and resourcing: develop clear role definitions, feedback loops, and resource-sharing agreements with CBOs to stabilise their involvement and reduce burnout.
- Strengthen and expand consortium collaboration systems: the project operated under a shared M&E framework and held regular coordination meetings. To further institutionalise this collaboration, future efforts could:
    - Deepen alignment across partners through joint indicator refinement.
    - Establish shared training protocols for staff and facilitators.
    - Standardise communication channels to ensure knowledge continuity across implementation cycles.
- Embed safety and safeguarding protocols: particularly for public-facing female facilitators, establish clear risk monitoring and support mechanisms to prevent backlash and ensure sustained engagement.
- Leverage coherence for scale: use the demonstrated alignment between project content and local priorities as a foundation to advocate for integration into municipal and national systems (e.g. curricula, service protocols).

H.4. Appropriation

- Institutionalise community feedback systems: develop structured midline reviews, digital input channels, and monthly cross-partner reflection spaces to transform individual adaptation into shared learning.
- Match women's economic initiatives with tailored, risk-aware support: the project provided mentoring and in-kind kits to selected women based on submitted business proposals, with training encompassing both technical and business elements. However, future phases could strengthen support further by:
    - Reinforcing communication about selection processes and support modalities to better manage expectations.
    - Continuing and expanding business coaching, building on the follow-up currently underway through the Cantabria-funded phase.
    - Exploring flexibility in toolkit composition, where relevant, while ensuring alignment with training content and local market conditions.
- Protect civil society actors leading advocacy: introduce safety protocols, retaliation response mechanisms, and institutional escalation pathways to support CBOs and facilitators at risk.
- Bridge service delivery with structural influence: ensure that the same actors delivering services are also shaping learning agendas, adjusting content, and engaging with duty bearers — so that delivery, insight, and influence move together.

H.5. Effectiveness

- Strengthen integration across tracks: formalise cross-component referrals (e.g., from psychosocial to legal or economic) using shared case management tools or facilitation protocols. This would increase efficiency and enhance wraparound care.
- Reinforce facilitator support systems: introduce regular debriefs, mental health support, and pathways for professional growth for frontline staff — especially those exposed to vicarious trauma or community backlash.
- Develop safeguards for women in public roles: ensure that women who become publicly visible through advocacy or ToT are supported with protection plans, accompaniment, and institutional allies — especially in high-risk zones. New initiatives, such as Alianza's PSEA support project in collaboration with UNICEF, should be leveraged to strengthen this pillar.
- Invest in sustainable economic follow-up: extend post-training support through continued mentorship and the promotion of group business models. While the project facilitated market linkages via exhibitions, field visits to trade institutions, and ongoing activities under the Cantabria-funded phase, future efforts could further reinforce these channels. Prioritise quality control in toolkits and ensure procurement closely reflects women's submitted proposals and business plans.
- Deepen engagement with male participants: strengthen alternative/positive masculinities programming through peer-led models, intergenerational dialogue, and longer-term approaches. Acknowledge the current contextual challenges — including men's high unemployment and increasing social strain — which require sensitive, trust-based outreach strategies.
- Refine the monitoring framework: add behavioural and relational indicators to better assess transformation beyond numbers — e.g., shifts in household dynamics, conflict resolution, or decision-making power.
- Embed operational flexibility into project design: future programmes should expand remote delivery, mobile follow-up, and decentralised logistics — not only as emergency measures but as integral components from the outset. The use of helplines and remote ToT sessions in this project provide strong foundations to build on.

H.6. Coverage

- Develop a structured inclusion framework: establish clear outreach strategies and criteria to reach women facing multiple barriers — such as those with disabilities, without documentation, or living in remote areas. While the project succeeded in accessing extremely isolated communities like Beit Skarya, such efforts should be reinforced and made systematic.
- Formalise access-enabling mechanisms: institutionalise transport support, childcare provision, and discreet outreach protocols to ensure participation by women facing mobility restrictions, household control, or stigma. Budget flexibility should be considered to adjust to changing costs and priorities, such as CBOs' request to support coordinators' roles.
- Strengthen data disaggregation and coverage tracking: to include indicators of vulnerability beyond geography and income, enabling mid-cycle adaptation to reach underrepresented populations.
- Embed local CBOs in targeting strategies: CBOs were not only implementers but active participants throughout the process — from selection of participants and survey design to hosting trainings and supporting broader community inclusion through fairs and exhibitions. Building on this model, future efforts should formalise their advisory role in mapping hard-to-reach groups and co-designing safe, inclusive entry points.

- Pilot targeted outreach modules in future cycles: to test access strategies for specific excluded populations (e.g., young mothers, widows, non-citizen residents) and incorporate their feedback into programme design.

H.7. Participation

- Institutionalise participatory decision-making: go beyond consultation by embedding co-design spaces (e.g. advisory boards, mid-cycle reflection workshops) where local actors, especially CBOs and WRH representatives, can shape priorities and implementation.
- Pair visibility with protection: ensure that participatory roles in campaigns or ToT are supported by clear protocols for backlash response, referral, and municipal engagement — especially for women in conservative or high-risk areas.
- Design for continuity of civic engagement: link campaign content to existing public platforms (municipal youth centres, women's committees), and provide micro-grants or mentorship to sustain local initiatives beyond the project cycle.

H.8. Impact

- Invest in continuity beyond the project cycle: support and formalise informal mutual aid structures that emerged organically. Provide light-touch resources, recognition, or linkages to municipal services to sustain them.
- Embed PSS for staff: introduce regular debriefing, peer supervision, and trauma-sensitive staff care mechanisms to protect the emotional well-being of frontline workers.
- Strengthen post-intervention scaffolding: create structured post-training accompaniment for legal, economic, and advocacy tracks — including mentoring, follow-up visits, and pathways to formal services or platforms.
- Balance ambition with resourcing: ensure future phases include time, tools, and flexibility to match the depth of change being promoted — so that transformation is not just ignited but carried through.

H.9. Efficiency

- Design and budget for structured follow-up: allocate resources for business coaching, legal accompaniment, and emotional debriefing beyond initial delivery cycles.
- Engage municipalities earlier: co-planning with public institutions can unlock shared spaces, logistical support, and co-financing, reducing implementation burdens on partners.
- Enhance use of digital tools for follow-up and feedback: build on existing communication channels — such as the WhatsApp groups already used with CBOs — by exploring additional low-cost features, like structured check-ins, group polls, or shared trackers, to improve risk monitoring, feedback loops, and responsiveness.
- Formalise peer mentorship: engage trained ToT graduates or economic track alumni as co-facilitators or mentors to sustain community momentum at low cost.
- Reform procurement flexibility: explore ways to allow field teams to align in-kind support more closely with women's actual business plans or local market needs.

H.10. Sustainability

- Embed community-based facilitators and peer mentors: within municipal youth or gender units to maintain knowledge and continue delivery.

- Establish structured transition and handover plans: with local authorities and CBOs — including joint planning, budget lines, and staff secondment options.
- Develop shared sustainability protocols (across all partners): that include minimum standards for follow-up, emotional safety, and business continuity support.
- Support CBOs in securing core funding and training for staff retention: and develop lightweight case-tracking systems to monitor post-project impact.
- Coordinate with national actors (MoSD, MoWA): to align future project phases with existing frameworks and ensure integration of tools, facilitators, and materials into formal service provision.