Evaluation of DCA’s Palestine Country Program 2011-2014

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March 2015
‘We have been destroyed by donors. Our mentality needs to change’
- DCA Partner Representative, March 2015
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Recommendations

Thematic recommendations

- Almost 50 years of providing support to Palestinians living under occupation seem to have created a ‘culture of dependency’ and belief among beneficiaries, that improvements in their lives and livelihood depend on the contribution of donors. Such beliefs is counter to DCAs ambitions of promoting active citizenship and may even contribute to re-inforce the feeling of disempowerment which is widespread in Gaza in particular. It is therefore recommended that DCA limits ‘deliveries’ that are provided without partial of full payment and/or contrition in manpower and time by beneficiaries to the extent possible. It is recommended that works consistently to implement an approach to livelihood support, which encourages and provides space for beneficiaries to experience how their own agency can contribute to tangible changes in their lives in line with DCAs policies. Facilitating that community members work together in saving schemes, self-help groups, cooperatives and other community structures to strengthen their livelihood and resilience to violations of international humanitarian law may be a useful contribution towards this.

- In line with this, it is recommended that DCA limits its ‘pure’ humanitarian support to the Palestinian areas as much as possible so as to avoid emphasising the ‘culture of dependency’ rather than building a culture of and capacity for resilience. It is tempting to consider the context in Palestine a ‘humanitarian crisis’ – defined as ‘a situation in which there is an exceptional and generalized threat to human life, health or subsistence’ (see section 2.1.1 below). Yet, this situation prevails only during time of invasion and pure humanitarian support should be limited to such periods.

- Many international and national NGOs in Israel and Palestine lobby international decision makers on behalf of the Palestinian population. Few of them can claim that they are representing a Palestinian constituency directly and that their advocacy work is shaped by inputs from or the active participation of their beneficiaries. It is therefore recommended that DCA continues or enforce its support to grassroots advocacy efforts so as to stimulate that Palestinian grassroots and movements develop visions for their own lives and get the capacity to speak and act on their own behalf. Including grassroots in Gaza may be a particular priority in this respect. In the medium to long term, such support may supplement DCAs own international advocacy efforts and efforts by partners supported under the program, in particular if DCA supports partners and grassroots in accessing international media too.

- DCA has engaged in dialogue with an invited dozens of decision makers to the Palestinian areas to discuss the responsibility of 3rd state actors to fulfil their obligations under international humanitarian law. Yet DCA does not maintain this network of people on a systematic basis. It is therefore recommended that DCA invests more time and efforts in nourishing its network of delegates visiting Israel and the Palestinian areas so as to increase the likelihood that DCA can ‘capitalize’ on these relations later on.

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1The evaluation could not establish a full overview of the extend of such ‘unconditional deliveries’ that may contribute to donor dependency. Yet the practice seemed to be common in parts of the program. Cash for work to dig boreholes that ultimately benefitted workers themselves and provision of solar panels and renovation of water channels free of charge are some examples. Another example is planting of olive-trees on land in danger of confiscation without any procedures to engage beneficiaries in ‘paying back the investment’, either in time or money that would benefit other farmers in a similar situation and mobilised benefitting farmers in a joint movement against land confiscation.
Recommendations on program management

- The program document and LFA for 2011-2014 seem to have been of little use in terms of providing guidance for program management and staff to prioritise fundraising efforts, measure changes and make adjustments according to preliminary findings. This seems to have been a general source of frustration in DCAs office in Gaza and on the West Bank where staff have had different expectations and interpretations of what the program could and should support. This challenge seems to have been further reinforced when the current program management introduced a slightly different interpretation of the program document and slightly different priorities. It is recommended that DCA prioritize a process which will allow all relevant staff members and partners to participate in some or all the planning of the new country program. The purpose of this will be to ensure that the program document provides the following results:
  - a joint framework for all staff members which enables a clear understanding for everybody about why and how chosen interventions are likely to contribute to overall and specific goals (and why certain activities are not prioritised);
  - a monitoring and evaluation framework, which is owned by and relevant to partners’ activities and which will enable DCA staff and partners to jointly assess and reflect on planned results against actual outcomes during the program implementation process. Capacity building of partners to conduct impact monitoring and assess changes and results of their work may be considered to ensure the proper use of such a framework;
  - a framework for a revitalization of DCAs partner platform(s) so that it becomes a true framework for learning and co-ordination between partners and the different interventions under the programme and for joint analysis and strategic reflections.

- ‘Competition’ over scarce funds, professionalization and demands for more effectiveness in donor aid requires that NGOs apply well described methodologies for targeting the most vulnerable and that they have procedures in place to monitor and document changes to which their work contributes in the lives of beneficiaries. This is a precondition for being ‘competitive’. It is therefore recommended that DCAs develops, describes and applies such procedures as part of the planning and implementation of a new country program.

- Finally, and to avoid frustrations and misunderstandings among partners and staff and to ensure that DCAs Gaza staff remains ‘in the loop’ and is ‘part of the team’, it is recommended that DCA Jerusalem and Gaza staff jointly discuss how communication and cooperation can be improved, despite challenges of access to and from Gaza and electricity cuts that is a barrier to conversations over Skype and phone.
Executive Summary

In March 2015 DCA commissioned an external end of program evaluation of its Palestine Country Program 2011 - 2014. The purpose of the evaluation was to:

- Evaluate the relevance, effectiveness, impact and sustainability of the Palestine Country Program
- Assess the progress against the Program objectives
- Analyse what can be learned from the Program implementation and make recommendations for a future multi year plan.

To do so, the evaluation centered around 3 overall questions:

- To which extent has the program contributed to strengthen community and civil society action to address human rights violations and Palestinian and Israeli decision makers?
- How has the program contributed to strengthen support among key international, Palestinian and Israeli decision and opinion makers in recognition and implementation of the Palestinian population’s basic human rights?
- To which extent has the program contributed to strengthen resilience and resistance to ‘external chocks’ among individuals and communities in Gaza and in area C on the West Bank?

Relevance

The evaluation finds that all project activities supported under the framework of the program has been relevant to the overall program objective, to the context and to the needs of the Palestinian people. As explained below, outcome indicators related to mobilization of Palestinian duty bearers (defined as national decision makers) have not been feasible due to the political situation the Palestinian areas and was hardly addressed by any of DCAs partners supported under the program. Government officials in line ministries have been addressed, however. The political development in Israel seems to have made advocacy towards Israeli policy makers less and less feasible too, according to informants in B’tselem.

Progress and impact

The evaluation finds that the program has contributed to strengthen community and civil society action to address violations of international humanitarian law committed by the Israeli army. This was done through a variety of activities, ranging from ‘community protection’ such as international accompaniment, video monitoring of settler violence and legal aid to Palestinian communities and individuals vulnerable to house demolitions and forced displacements. The program has also supported women in claiming their rights to inherit, access legal aid and support in situations where they were at risk of or subject to domestic violence and and participate in public fora. Further, a key element has been the capacity building of community based organisations in formulating visions for their work and taking actions that they thought were important to their lives and context. Beneficiaries and stakeholders interviewed for the evaluation all stated, that these activities have helped individuals and communities get a sense of ‘agency’ and feeling protected and supported, despite a context of frequent human rights violations.
Overall, the program has not addressed Israeli and Palestinian policy makers extensively. Main efforts have been to address international actors so that they could apply pressure on Israel to abstain from violating international humanitarian law. The reason for this is that Israeli politics and public discourse is largely hostile to and does not recognize ‘any such thing as an occupation’ and that the Palestinian Legislative Council is de facto not functioning. Consequently, partners have largely prioritised advocacy work targeting international policy makers. The program has also liaised with technical staff at the PA ministry of justice to amend administrative guidelines and the ministry of agriculture on issues of livelihood projects and the ‘Inheritance Denied Project’, however. Btselem and Breaking the Silence has addressed court officials and officials in the Israeli army on issues of law implementation and implementation of military decrees. This seems to have contributed to slightly strengthen the transparency of military procedures in the Israeli army and a more systematic investigation into abuses by soldiers deployed on the West Bank.

The evaluation finds that the program has contributed positively to the international NGO community’s efforts to influence 3rd state actors – in particular the EU Commission and its member countries. This has been done through active contributions to Aida and Aprodev/ACT’s effort to mobilise these actors to enforce their own obligations under International Humanitarian Law, to claim compensation for destruction of humanitarian aid projects and to abstain from investments in and cooperation with Israeli institutions and enterprises based on occupied land. DCAs work has thus contributed to a change in discourse on this issue compared to 5- 10 years ago. The significance of this change is yet to be seen.

In line with the findings above, the evaluation finds that the program has not contributed to strengthen support among Palestinian and Israeli policy makers in recognition of the Palestinian population’s basic human rights. The inheritance denied project, which is currently mobilising support in local councils and in the Ministry of Justice for the establishment of Department for Inheritance did contribute to strengthen support for women’s rights among officials however. The Department for Inheritance will be responsible to assist women access their right to inherit as outlined in the Sharia law.

Finally, the evaluation finds that the program has partly contributed to strengthen resilience (defined as livelihood assets) and resistance to ‘external chocks’ among individuals and communities in Gaza and in area C on the West Bank. This has been done through support to livelihood projects supporting Bedouins South of Bethlehem access water for their households and herds and projects supporting farmers in Northern West Bank strengthen the cost-effectiveness of their production in a situation, where their herds have been reduced by 75% due to Israeli confiscations of pastures. In both situations the projects contributed to strengthen the communities’ livelihoods and ability to remain on their lands. In Gaza the program supported women cooperatives, a nutrition project for children below 5 years and psychosocial support to youth traumatised during Israeli invasions. These projects have contributed to strengthen the income of the women of the cooperative and to strengthen the wellbeing and health of children and youth.

**Sustainability**

Achievements made by the program’s inheritance denied component may be sustainable due to the component’s broad scope and the fact that it has succeeded in mobilising other actors, including religious leaders and CBOs to address the issue independently of the project itself. However, the evaluation finds that this is hardly the case with the program’s livelihood components. A main reason for this is the ‘culture of service delivery and
charity’ which is common in the mentality and approach of development workers all over the Palestinian areas and projects alike. This was manifested both in the consultants discussions with DCA staff members, local consultants subcontracted for the evaluation and when presenting the evaluation’s findings to DCAs partners. The widespread use of ‘cash for work’, provision of infrastructure free of charge and without conditionalities and the discourse among partners and development workers around the Palestinians as ‘victims’ contributes to a culture of dependency and to raise expectations among beneficiaries, that they depend on external funding and support if they are to see improvements in their own lives. This raises concerns that such expectations counters DCAs efforts to promote active citizenship, a right based approach and sustainability of projects supported. At the same time, it raises questions if not farmers with more than 200 heads of sheep or bedouins with equally many goats would be able to save and invest in their own lives, if taught and encouraged to do so – even in a situation where the Israeli occupation is a challenge to investing?

In line with these findings, the evaluation recommends the program to limit unconditional distribution of aid to situations, ‘in which there is an exceptional and generalized threat to human life, health or subsistence’. This would typically be during invasions by the Israeli army in Gaza. Development interventions and efforts to empower people to ‘be agents in their own lives’ should be resumed as soon as the situations allows.

Currently ‘unconditional deliveries’ seems to include interventions that are not purely humanitarian and which have the potential to further strengthen the population’s sense of ownership and agency. Examples include cash for work to dig boreholes that ultimately benefitted workers themselves and provision of solar panels and renovation of water channels free of charge are some examples. Another example is planting of olive-trees on land in danger of confiscation, without any procedures to engage beneficiaries in ‘paying back the investment’, either in time or money that would benefit other farmers in a similar situation and mobilised benefitting farmers in a joint movement against land confiscation.

**Effectiveness**

The evaluation finds that the inheritance denied component of the project has been effectively implemented but that there is scope for strengthening the effectiveness of the overall program in the following areas:

**Targeting:** Social, demographic and behavioral risk factors and vulnerability vary from one household to another in Gaza and in areas C. This is highly dependent upon factors such as local, gender and age, and renders some households more vulnerable to the consequences of IHL violations than others. Yet, DCA does not seem to have procedures in place that enables the program to determine which communities and households are more vulnerable than others. Instead, DCA seems to rely largely on data from OCHA, the ministry of Agriculture and partners. However, it remains within the interest and mandate of partners and ministries to cover all Palestinian households as this strengthens their legitimacy and relevance as a ‘national development actors’. Effectiveness in targeting may therefore not be at the core of such actors and relying on their data may give a flawed picture.

**Program focus:** The very broad focus of the country program document, the inadequate articulation of the strategy and the limited specificity in outcomes and indicators in the LFA seem to have been of limited support and guidance to DCAs program staff when identifying and agreeing on relevant interventions for support and when assessing projects’ progress against planned results. This has left program staff without a framework to assess if projects progressed towards identified targets and to suggest corrections if this was not the case.
Adjusting interventions to ensure continued efficiency has therefore been difficult. Articulating a program theory of change and describing how and why interventions and short terms changes of project are likely to contribute to longer-term outcomes may help provide a framework to reflect on project and program progress and feasibility and may help increase the effectiveness of future program implementation.

**Granting:** The evaluation finds that most of DCAs partners receive grants of around 200.000 DKK and some less, This is—amongst others partly due to the fact that DCA Palestine receives less framework grants than other DCA regional offices. Partly due to the Palestine Office’s wish to provide flexible core grants to a number of partners. One may question the effectiveness of this practice, however, given the administrative procedures and requirements which have to be fulfilled, both by DCAs own staff and by partners. So partners found this highly frustrating, in particular in light of the lengthy procedures for grant making and approval of contracts that they experienced. Focussing the future program on fewer partners who receive higher grants may help strengthen effectiveness of program administration – and may contribute to strengthen synergy between interventions too. In particular if objectives and outcomes of DCAs future program are specified and focussed. An example of this is the successful implementation of the inheritance denied project, which was the result of 4 Palestinian organisations working together towards one joint and specific objective.

**Effectiveness of DCAs partner platform**

Finally, the evaluation finds that there is scope to strengthen the effectiveness of DCAs partner platform. The evaluation appreciates the difficulties DCA faces in uniting partners under the framework of one, joint platform – partly due to ideological, partly due to geographical divisions between partners. However, changing agendas of the partner platform meetings to better reflect the interest of partners, and strengthening the ownership of partners to DCAs program may contribute to enforce both the relevance of the partner platform meetings to DCAs partners and their ability to facilitate learning and co-ordination amongst partners and interventions. This is difficult as long as meetings are used mainly to provide information about DCA developments and exacerbated when partners don’t experience that they receive any follow-up from meetings. The very broad focus of DCAs program and very broad diversity of partner interventions doesn’t promote cooperation either.

As a first step, DCA may consider to engage partners in strategic discussions and workshops about what it will take to reach desired goals and objectives in DCAs next country program and how and why proposed interventions by partners would be likely to do so. Based on such a process which is likely to enable partners to visualize a different way of using the partner platform DCA may consider to ask partners how they would want to use the partner platform in the future.
1. Background

Israel has occupied the West Bank, the Gaza Strip and East Jerusalem since 1967. For more than a decade Israel has carried through a highly controversial settlement policy bringing the number of settlers above half a million and reducing the West Bank to approximately 90 semi-isolated enclaves, and Gaza, with its close to 2 million inhabitants, completely sealed off from the rest of the world. Palestinian control of the West Bank currently amount to only 50% of the area, mostly the less fertile and with the least access to water.

These two factors have been the key to the de-development, impoverishment and deterioration of the livelihood opportunities of the Palestinian population. In particular in Gaza. The Oslo peace process and the establishment of a structurally deficient Palestinian National Authority that has done little but consolidating its own political and economic power, while in many cases neglecting the social needs of the population, and the rivalisation of the two political fractions, Fatah and Hamas are additional factors. So is the fact that Israel deliberately has tried to destruct the Palestinian Authority as a national entity since the onset of the 2nd intifada. Economic sanctions and the blockade of Gaza have accelerated impoverishment too.

2. The Program

DCAs country programme 2011 – 2015 was planned with the overall objective of promoting the rights of Palestinians to sustainable livelihoods and self-determination through three strategic priority themes: Active Citizenship, Livelihoods and Humanitarian Assistance.

The program’s immediate objectives are:

- Third states are challenged to adhere to international human rights law with the long term aim of ending occupation and achieving a just and lasting solution to the Israeli-Palestinian conflict.
- Palestinian men and women's right to participate in social and political decision making processes is promoted enhanced and protected
- Palestinian population’s resistance and resilience is strengthened through greater access to and utilization of basic livelihood resources and humanitarian assistance.
- Partners’ capacity, organizations and networking is enhanced.

These objectives are pursued through a strategy focusing on 3 main components aimed to promote and enforce the rights of the Palestinian population

- Accountability: Holding 3rd state actors and Israeli authorities accountable to their right obligations under international humanitarian law and human rights law.
- Empowerment – creating awareness and mobilizing communities and individuals to claim their own rights.
- Protection: providing legal consultations and support as well as direct services (electricity, solar panels, water cisterns, emergency relief, psychosocial support and documentation of rights violations so as to
enhance the coping abilities of vulnerable communities to withstand external pressures and remain on their land.

In line with these objectives and approaches, the majority of DCAs interventions remains in Gaza (approximately 45 percent of the budget), Jerusalem and areas C on the West Bank. This corresponds with the areas where the Palestinian population in general are most at risk to violations of international humanitarian law and was found to be in line with the program strategy’s overall geographical priorities.

Other social status and demographic factors including proximity to settler areas or military zones, gender, family income and composition, educational level and family dependency rates play a key role in determining the vulnerability of individual households and communities too, however. So does a number of behavioral factors, including the way individuals and communities act to cope with or address everyday challenges.

Despite the fact that social, demographic and behavioral risk factors vary from one household to another and renders some households more vulnerable to the consequences of IHL violations than others, DCA does not seem to have procedures in place that enables the program to determine which communities and households are most vulnerable and at risk. Instead, DCA seems to rely largely on data from OCHA or the ministry of Agriculture. This may be problematic for two reasons:

First, it remains within the interest and mandate of the Ministry of Agriculture to cover all Palestinian households as this strengthens its legitimacy and relevance as a ‘new authority’. Yet, this is not the interest of DCA and the approach matches poorly with a poverty orientation approach and an approach that emphasizes empowerment, self-reliance and active citizenship, key values of development assistance.

Second, in a context where major donors, including ECHO and the EU decrease their funding, procedures and clear methods to conduct vulnerability assessments, appears to be a parameter for competition of funds between development agencies. The better NGO applicants are to apply such methods, the better are their chances to access funds.

2.1 Program context.

2.1.1 Palestine – a humanitarian crisis?
The program is implemented in a context of protracted armed and political conflict characterised by multiple limitations imposed by the Israeli Occupation Forces on the Palestinian population’s freedom of movement and systematic disrespect for international humanitarian law – the legal framework guiding the conduct and operations of occupation forces in occupied territories. This affects all aspects of the Palestinian populations’ ability to enjoy their economic, social, political and political rights.

Despite the conflict and regular invasions of Israel into Gaza, the context does not qualify as a normal humanitarian crisis and is difficult to compare with other ‘humanitarian contexts’. According to ECHO, common indicators for a humanitarian crisis hardly apply.

A humanitarian crisis is generally understood to be ‘a situation in which there is an exceptional and generalized threat to human life, health or subsistence’. These crises usually appear within the context of an existing situation of a lack of
protection, where a series of pre-existent factors (poverty, inequality, lack of access to basic services) exacerbated by a natural disaster or armed conflict, multiply the destructive effects.

While this definition definitely applies to Gaza during invasions, the blockade, and Israel’s settlement policy on the West Bank does not trigger a humanitarian crisis itself. The potential life-endangering consequences of the blockade on Gaza is mitigated by UNRWA’s distribution of food aid and provision of health care and education. Thus, while traumatization, food insecurity and malnutrition in Gaza is widespread and life is a struggle, the situation is – on an everyday basis - not life-threatening.

There is no doubt however, that both the blockade and Israel’s settlement policy on the West Bank are barriers to social and economic development and to the Palestinian population’s national and political aspirations. Life in Gaza in particular is harsh, hopeless and highly disempowering. As there is no immediate solution to the conflict, the likelihood that the blockade will remain in 10 years from now and that Israel’s settlement policy on the West Bank will continue, seems high. Thus, the question remains, how to understand a situation, that is neither a ‘real’ humanitarian crisis, nor a context that is conducive to socio-economic and political development? And how to promote assistance in a way that contributes to reduce hopelessness and disempowerment and provide space for people to realize their own agency and power?

2.1.2 The political context
From an Israeli government perspective, the West Bank (Judea and Samaria according to Israeli/Jewish terminology) remains ‘disputed’ rather than ‘occupied’ areas that the state of Israel has a legitimate right to cultivate and build, however. Seen from this Israeli perspective, international humanitarian law does not apply. Key causes of human suffering in Gaza (and to a more limited extent on the West Bank) remains the Arab Population’s continued denial of the right of the state of Israel to exist, according to this perspective. The state of Israel has a legitimate right to defend itself against threats from the Palestinians and to demolish infrastructure, which, according to this perspective, is constructed on ‘disputed lands’ without the permission of the Israeli authorities.

The war in Gaza in July and August 2014 affected more than half of the Israeli population, as Hamas demonstrated its capacity to fire rockets as far as Tel Aviv and Jerusalem. Despite so, the ‘relationship with the Palestinians’ is not an issue that figures highly on the Israeli public agenda.

A pre-election poll conducted in January 2015, prior to the Israeli March parliamentary elections revealed for instance, that economic issues are at the front of voters’ minds, with 43% of likely voters choosing this as the most important issue facing the next government.

Next, voters chose concern over a ‘deterioration of relations with the Palestinians’, at 16%, driven by left-wing voters. Education was perceived by 13% of voters as the most important issue. The Iranian threat were identified by 12% of the voters as a key priority.

2 The Dahiya doctrine is a military strategy put forth by the Israeli general Gadi Eizenkot that envisages the destruction of the civilian infrastructure of hostile regimes and endorses the employment of disproportionate force to secure that end. The doctrine is named after a southern suburb in Beirut with large apartment buildings which were flattened by the Israel Defense Forces (IDF) during the 2006 Lebanon War, after Israeli jets dropped leaflets warning residents to evacuate. It has been suggested that Israel implemented this strategy in Gaza during the 2008–09 and 2014 conflicts.
Although 16% of voters do consider the ‘relationship with the Palestinians’ a key issue, occupation is not at the core of this relationship. To most Israelis, the occupation remains invisible in everyday life and is not a part of their understanding of the relationship with the Palestinians. Re-introducing the ‘occupation agenda’ in the Israeli mainstream public discourse is therefore a precondition, if voters are to be mobilized in support of a cease of occupation, according to DCAs Israeli partners.

The public and political Israeli denial that ceasing the occupation is key to the relationship between Israel and the Palestinians determines the advocacy context for both Israeli, Palestinian and international NGOs. In the absence of ‘advocacy targets’ that can be NGOs think they can realistically influenced on the Israeli side, all turns to the international community for support.

The advocacy context on the Palestinian side remains equally challenging. The Palestinian Legislative Council has been out of functioning for almost a decade. This means that changes in laws and policy frameworks relevant to the Palestinian population are not happening and that many frameworks are based on Jordanian or Egyptian law from before 1967. Advocating for policy implementation of this framework, including the shariah law, remains possible however, as ministries and local authorities continue to work, supported financially by international donors such as the EU and USAID. Internal conflicts and rivalling between the two major political movements, Fatah and Hamas, who control the Palestinian authorities is a challenge to advocacy for changes in policy implementation. The advocacy context on the West Bank – controlled by Fatah – and in Gaza – controlled by Hamas – differs substantially.

Operating in such a context is a challenge to any development agency with the mandate to promote long-term development for poor and marginalised population groups and raises a number of issues including:

- How and to what extent is it possible to promote human rights, including the rights for sustainable livelihoods or the right to enjoy a life free from ethnic, religious or gender based discrimination, when authorities supposed to protect such rights are either non-existing or when authority and division of responsibilities between authorities remain unclear or contested?
- How and what kind of socio-economic development is feasible in a context of ‘de-development’ – where land confiscations and movement restrictions effectively hamper economic growth and efforts to improve sustainable livelihood?
- Where and how wide is the ‘political and developmental space’ for development actors to make a real difference in the lives of people living in a context of protracted crisis, and what role will such agencies undertake, given their mandate and comparative advantages?

2.2 Program rationale and program ‘theory of change’

Accountability

In this context DCA has adopted an approach to accountability that emphasizes a combination of ‘preventive’ and ‘promoting’ advocacy. DCAs advocacy work aims to

- **Protect** Palestinian population groups from being expelled from their land, having their houses demolished and development aid confiscated at the short term and
Promote or re-introduce the principles of international humanitarian law into occupied territories through the way 3rd state actors conduct their relationships with the state of Israel.

The rationale behind this is that if 3rd state actors and parties are mobilized to enforce their own legal and moral obligations under the 4th Geneva Convention, then this will increase the cost of occupation for the State of Israel. The reason is that this will lead to a cease of foreign investments into Israeli actors operating in occupied areas, such as producers of fruits and vegetables, and to a reduction in cooperation with public institutions locating on occupied land. This will indirectly contribute to pressure Israel to change its current occupation practices, even in a situation where the state of Israel does not recognize the applicability of international humanitarian law in Gaza and on the West Bank.

Documentation and exposure of representatives from 3rd states (Denmark and the EU) plays a key role in DCAs approach. The belief is that if violations of international law is documented and made available to international duty bearers and if duty bearers are informed about how they can act to enforce their own responsibility within IHL, then they will pressure Israel to concessions that will prevent a reduction in the population’s access to natural resources (land, water, fishing water etc). Short-term concessions may relate to demolitions, confiscations or forced displacements of particular population groups. Longer-term concession may relate to a more general change in occupation policies and practices – ideally a cease of occupation.

Protection
In Palestine, DCAs approach to empowerment and protection emphasizes direct service delivery and community awareness raising as a means to empower communities to resist occupation and claim their own rights. The rationale behind this is that if communities have access to key services that promote their livelihood, such as water, electricity and agricultural extension services, then will they be more likely to resist military orders to leave their land or houses or give in to pressure from settlers. This is so, because access to solar panels, water and agricultural extension services will increase the cost efficiency of their production and thereby strengthen their motivation to stay. (Finding developments opportunities that are largely independent from the Israeli restriction regime).

If, at the same time, Palestinians in vulnerable geographical areas (areas C, Gaza and East Jerusalem) have access to legal support, psychosocial support and cameras so that they can document cases of violation by soldiers or settlers, then that will increase their ability to cope with IHL violations and strengthen their resilience. This is so, because such services contributes to provide a sense of agency and empowerment, which in itself contributes to protection and communities being more capable of defending their own rights.

As such the program rationale is based on an assumption about a close relationship between protection, empowerment and ability to claim ones’ right: Protection services contributes to empowerment as well as improved capacity and incentives to claim ones’ rights. But defending ones rights and resisting pressure contributes to a feeling of being empowered too. The links are graphically illustrated below.
Empowerment

In addition to the empowerment that is related to the protection and provisions of services in areas C, DCAs program also works to empower women to claim their right to inheritance.

The rationale is that if women know about their right to inherit under the shariah law, and they have access to legal support which will enable them to claim these rights, then they will start questioning and confronting male family members on this issue because they know, that they can get external support in case their male relatives refuse their claims. This assumption turned out to be right. Both male and female participants in the focus groups expressed that the fact that women had access to legal support made male family members more responsive to the claims raised by women, because the men knew that women would seek this support, if they were not responsive.

Finally, the program has sought to empower communities in and around Jerusalem to ‘reclaim the city space’. This has been done through support to grassroots and CBOs around the city in mapping community resources and assets available in their city, facilitating formulations of visions for their local area and linking groups with each others. The rationale behind this has been that if communities can visualize and plan for their own future, then their capacity to advocate on their own behalf – rather than leave the initiative to others – will increase.

In line with the program rationale, DCA has supported a number of interventions during 2011-2015 within the fields of

- Empowerment of women and youth to claim their rights for inheritance.

- ‘Popular resistance’ and activism in and around Jerusalem with the aim to increase or maintain public Israeli support to an end of/changes in the Israeli occupation practices.
- Technical support and advise to improved livelihood and use of existing human and livelihood resources with a particular focus on Bedouins and farmer in areas C and communities in Gaza

- Documentation of violations of international humanitarian law and advocacy targeting 3rd state actors adhere to their own obligations under international law.

3. Methodology

Evaluating the relevance, impact, effectiveness and sustainability of advocacy and development initiatives aimed at long-term social and political changes present certain methodological challenges that are no less prevalent in contexts of protracted crises than in the one that the Palestine Country Program operates in. These include the role of external forces or conditions in promoting desired changes (including the policy context) and the issue of attribution.

A first issue is that change is typically stimulated by numerous concurrent factors and many actors. Because change occurs over a long time horizon, it can be difficult to show cause and effect between one specific organization’s activities and documented changes.

A second issue is the identification of realistic, meaningful outcomes. Most grants have one- to three-year time-frames, but policy and broader social change usually occurs in a much longer term. Measuring a short-term intervention against the achievement of longer term goals and outcomes therefore rarely makes sense.

A third complicating factor is the dynamic nature of advocacy and policy work; contexts and key players are often changing. No matter how clearly an organization articulates a pathway to a desired long-term policy change goal, it will be virtually impossible to name, predict or explain all the variables that might be important within this change process. What an organisation thought was a realistic expectation for change last month may become totally unrealistic given new circumstances next month.

A fourth consideration is the typical way that many interventions conceptualize programme outcomes. Outcomes are typically expressed as “forward progress,” e.g., increases in skills, support or improved conditions. Thus, one of the key challenges in evaluation of advocacy and development work in a context of protracted political and humanitarian crisis is how to identify and define realistic short- and intermediate-term outcomes. That is, the changes that might occur within the short-term timeframe of a grant on the way to longer-term change, and which may indicate the likelihood that the program will indeed contribute to longer-term changes.

3.1 Assessing change and achievements in DCAs Palestine Country Programme

The consultant proposed to evaluate the program’s relevance, impact, effectiveness and sustainability against the following outcome categories and key learning questions:

Outcome category one: Community and individual empowerment and support
- The extent to which the program has contributed to strengthen resilience and resistance to ‘external chocks’ among individuals and communities in Gaza and in area C on the West Bank.

**Outcome category two: Policy alignment and support**
- The extent to which the program has contributed to strengthen support among key international, Palestinian and Israeli decision and opinion makers in recognition and implementation of the Palestinian population’s basic human rights.

**Outcome category three: Strengthened NGO capacity, alliances and joint civil society action for promotion of the Palestinian people’s rights to self-determination.**
- The extent to which the program has contributed to strengthen community and civil society action to address human rights violations and Palestinian and Israeli decision makers and shapers.

The outcomes proposed serves the purpose of identifying relevant measurements and indicators on progress against the program’s specific objectives, which are long-term and beyond the scope of the 4 (5) year program period up for evaluation. The outcomes further serves to identify common categories for measuring that may unite the wide variety of interventions supported under DCAs 2011-2016 country program, so that the focus of the evaluation will remain on the overall program, its logic, impact, sustainability, relevance and effectiveness, rather than on individual components or projects within the framework of the program.

### 3.2 Limitations to the evaluation

During the consultant’s visit to Palestine it turned out that authorities in Gaza rejected permission to visit Gaza both for DCA staff members and the consultant. At the time of drafting, it may raise concern about the future space for DCA to operate in Gaza, if the issue remains unsettled with authorities in the area.

Not being able to meet with partners supported in Gaza, or to get an opportunity to speak with beneficiaries and discuss the program rationale with DCA staff members in the Gaza office has no doubt been a limitation to the evaluation. Especially since the Gaza project portfolio constitutes a little less than 50% of DCAs budget.

The consultant tried to mitigate the effects of this by arranging individual skype meetings with all DCAs partners and DCAs program staff. In addition, focussed group discussions were arranged and conducted by a local consultant in Gaza, with whom the international consultant stayed in close contact. The content and focus of the group discussions were decided in close cooperation between the local consultant and the international consultant.

Another limitation to the evaluation relates to difficulties of assessing the impact and changes made by program interventions on the capacity of community groups to mobilise community members and articulate their needs and concerns. As this component seems both promising and important in order to build community capacity and strengthen their resilience to the occupation, efforts were made to meet with such groups during the evaluation process. Only one group turned up however. This, and the fact that assessing the program’s ability to create
change in this area would probably be a task that would entail 3-4 days of assessment on its own, made it difficult to judge the exact contribution of the program towards community capacity and mobilization.

Finally, and due to the very diverse nature of program interventions and the focus of the program evaluation itself, it was not possible for the consultant to provide a detailed analysis of the feasibility and results of each individual program intervention under DCAs country program. To reach such a detailed understanding would require an evaluation process beyond the scope of the time frame proposed for the assignment. Rather, the consultant concentrated her efforts on assessing the program logic itself as well as the program's overall effectiveness, relevance and impact.

4. Main results and achievements

4.1 Individual and community empowerment and support

During the program period, DCA has supported a number of initiatives to promote individual and community empowerment and support. The purpose has been to strengthen the livelihood of vulnerable communities in Gaza and in areas C on the West Bank and to mobilise women to claim their rights for inheritance/right under the family law.

Support has been provided through a range of Palestinian NGOs in Gaza and on the West Bank. This has included a coalition of women’s rights organizations supported under an EU financed project to promote women’s rights to inheritance. Another part of the support has gone to organizations working to strengthen the production and livelihood opportunities for communities in Gaza, and communities living in areas C on the West Bank, whose access to grazing areas, water and electricity – vital ‘production inputs into any agricultural production – have been restricted by the blockade and the Israeli military.

Finally, the program has supported psychosocial counselling to children and youth traumatised by recurrent Israeli invasions and bombardments in Gaza as well as legal aid, monitoring and accompaniment in areas in which violations of IHL takes place frequently. Either committed by settlers or by the Israeli army.

4.1.1 Main achievements

Women’s right to inherit
The close cooperation between four different women’s rights organizations (WCLAC, WAC, YMCA and PWWSD), a strong project concept and the commitment of both partners and DCA staff seem to have been important contributing factors to the success of the program’s attempts to promote women’s rights to inheritance throughout the Palestinian areas.

During the program period, the Inheritance Denied Project succeeded in raising national attention to the issue of inheritance, with the consequence that more women are claiming their rights to inheritance and that men are beginning to claim the rights of women to inherit, on behalf of their mothers and sisters too.

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3 See annexes for a full description of findings from the focused group discussions with beneficiaries
Contributing factors to this new tendency of claiming rights to inherit includes

- The fact that women and men are aware that this is their right under the sharia law. This message was effectively passed by the project partners through community meetings, radio spots, cooperation with local religious leaders and the introduction of a national day of inheritance. The national scope and coverage of the project seems to have been a key factor in this respect.
- The fact that women can seek legal support with the project implementing partners – and that men know that this is an opportunity if they deny women their right to inherit.
- The socio-economic difficulties, not least in Gaza, where families are looking for sources of income. Unclaimed inheritance may be one such source.

The fact that the project managed to bring nation-wide attention to the matters of inheritance seems to have inspired other NGOs and CBOs to take up the issue, thereby multiplying the effects of the intervention. Stimulated by the project’s success, the EU representative office in Jerusalem has played an active role in promoting the project’s call for a department of inheritance under the Ministry of Justice.

**Livelihood interventions**

Beneficiaries interviewed all expressed their appreciation of the support they had received and described how the support had contributed to improve their access to water, electricity and mechanical means of milk processing and storage and to make their production more effective.

The fact that water was made accessible to **Bedouins south of Bethlehem** through the renovation of ancient cisterns meant that herds could stay more months in the desert and extend their access to public grazing areas. This reduced the Bedouins’ production costs or contributed to increased cost effectiveness, and enabled them to de facto reclaim and use pastures that they had previously abandoned due to lack of water in these areas.

The introduction of solar panels likewise enabled bedouins to storage and process milk and to bring it to markets in larger quantities than before, thereby reducing time and costs for transportation and strengthening the likelihood that they can stick to their current livelihood and place of living.

Beneficiary farmers in the **northern part of the West Bank** likewise expressed their appreciation of the agricultural extension services that they had been able to access through the program and the milking machines and storage facilities that they had received. This had enabled them to increase the effectiveness of their production (raising sheep, selling meat, milk and cheese) and increased their income. The community had experienced a confiscation of approximately 50% of their previous pastures and a reduction in their herds of 75%. Making existing production more effective and profitable was therefore key if the community was to stick to farming as their main means of livelihood and remain on their land.

In Gaza, DCAs partner Maan assisted a woman cooperative improve their food processing (pickles production) and market access and strengthen the cooperative’s management in **Gaza**. In a third phase of the project, vocational training opportunities were provided to other members of the women’s families so as to further strengthen the food security of families targeted. The first two phases of the project in particular seems to have contributed to long term income for beneficiaries. This is so despite the shortage of power supply, which affects production opportunities.
Protection and support

Stakeholders and beneficiaries interviewed during the evaluation expressed that protection efforts, not least direct presence and video monitoring has a restraining effect on the conduct of settlers and Israeli soldiers in areas of frequent violations of international humanitarian law. At the same time, it provides the local population with a sense of protection and support which contributes to their feeling of empowerment and being able to cope. Teaching local community members how to document violations by means of video cameras further contributes to provide a sense of agency and ‘something meaningful to do’, in situations where violations take place.

Support provided in Gaza has contributed to strengthen resilience of children who had suffered traumatic experiences during the past two wars in Gaza. This had been done by provided safe spaces for children to play and by assisting mothers deal with their traumatized children. Support to mothers whose children were anaemic had resulted in stronger confidence and skills of mothers that they could care for the health of their children.

4.1.2 Limitations

As described above, beneficiaries’ interviewed during the end-of-program evaluation were very positive about the services provided and the changes to which they had contributed in terms of improving individual and community resilience and ability to remain on their land. Despite so, the consultant is concerned that the current approach may contribute to a culture of donor dependency and disempowerment that directly counters DCAs attempts to promote ‘active citizenships. This is particularly so, if services such as cisterns, solar panels, milking machines, and olive trees are providing free of charge, and if development agents do not provide a space and opportunity for beneficiaries themselves to experience, that they themselves can provide such inputs and create tangible and positive changes in their own lives.

During the focussed group discussions the international consultant got the impression that providing services free of charge, as cash hand-outs or as ‘cash for work’ that is meant to benefit communities themselves stimulate an already widespread belief and expectation, that development and improvements of one’s own life is dependent upon external inputs from donors. Believing that real improvements depend on donors undermines communities’ opportunity to experience their own agency and enjoy a sense of empowerment. In addition, it undermines their ability to invest in their community or maintain infrastructure that has been provide to them. This represents a ‘lost opportunity for empowerment’ for communities who seems to have both financial and social capital available. (Bedouin families targeted seems to be able to afford to buy a TV once electricity has been installed in their camps and many turned up for focussed group discussions with Iphones that they had to turn off before discussions could start).

Despite the fact that beneficiaries are asked to contribute with some resources themselves – as is the case when investing in solar panels – the consultant finds that scope remains to stimulate beneficiaries to establish saving and lending schemes that will enable them to work together and care for future investments without external support and which will provide a space for them to experience a stronger sense of agency and empowerment. Similarly, scope remains to organize people in cooperatives or other kinds of community groups that may care for the development of their own communities. The ‘Reflect or Action for Social Change approach’, which is a well tested and researched approach to community mobilisation and empowerment may be a source of inspiration in this respect.
4.1.3 Recommendations
It is therefore recommended that DCA adopts an approach that emphasizes beneficiaries own individual responsibility and agency in bringing about change in their own lives in whatever material support DCA's future country program may wish to provide.

As shown by the DCA supported project implemented by Arij, this could for instance be done by making project inputs conditional on the establishment of local saving groups or cooperatives that can assume responsibility for maintaining project investments upon the finalization of the project. Or – ideally – by letting beneficiaries mobilise funds collectively for project inputs needed, as is seen in other parts of the world and in much poorer communities. The consultant recognizes that in a context with so much donor aid as in the Palestinian, this last approach may be difficult to implement consistently, and without a step-by-step approach. However, DCA is recommended to start on this journey, despite the challenges that this may involve.

It is further recommended that the principle of ‘self-sufficiency and self-support’ is mainstreamed into DCA's work, even in DCA's office in Jerusalem is classified as a ‘humanitarian office’. This was emphasised several times by DCA's partners too during the evaluation process itself. Partners were concerned that a humanitarian approach would divert the focus on the real causes of the human suffering and lead to support that would be counter productive to the interests and longer-term needs and aspiration of the Palestinian people.

4.2 Policy alignment and support
DCA has taken a two-stringed advocacy approach to promote policy alignment and support for the Palestinian population’s right to self-determination and sustainable livelihood.

- A ‘Preventive approach’ aimed at preventing forced demolitions and confiscation of specific Palestinian physical infrastructure or land in Jerusalem and areas C on the West Bank.
- A ‘promoting approach’ aimed at rehabilitating the general principle of respect for international humanitarian law so that an end of the occupation and a recognition of the Palestinian population’s right to self-determination can be enforced based on these principles.

While the latter has a long-term perspective, the former addresses shorter-term policy aims and seeks to delay or prevent altogether specific cases of violations against specific groups of Palestinians.

However, both approaches address international policy makers and shapers, including diplomatic EU missions in Jerusalem and Ramallah, EU officials, EU parliamentarians, foreign ministries and parliamentarians in European capitals. The purpose is to mobilise policy support to pressurize Israel to abstain from violations of international humanitarian law in the short- and long term. To do so, DCA has been very active in terms of hosting study tours, meeting with and drafting letters for Danish Parliamentarians and other decision makers and shapers and in documenting how Danish investments contribute to the settlement industry on the West Bank.

In recognition of its own limited size and influence in a complicated context of multiple international players, DCA has been a very active contributor to Aida, which is a Jerusalem based coalition of approximately 80 international NGOs providing humanitarian support and assistance in Gaza and on the West Bank. DCA has also
been a very strong supporter of the Brussels-based alliance Aprodev/Act Europe, which works to influence EUs position on 3rd state responsibility in the enhancement of international humanitarian law.

In both cases has DCA contributed actively to the strategies, policy documents and statements and been a regular attendant at meetings in the two coalitions.

4.2.1 Main achievements

Preventive advocacy

Demolition of humanitarian aid projects such as shelters and latrines happens frequently, either following Israeli invasions into Gaza or demolition orders by Israeli planning authorities in Jerusalem and the Israeli Defence Forces in area C.

In response to this has Aida – the association of International Development Agencies in the Palestinian Areas, increased its focus on aid compensation and called on development investors, including the EU and bilateral donors to claim compensation for the destruction or confiscation of development aid.

Whereas such cases of demolitions caused nothing but regrets 10 years ago, during 2013 and 2014 both the government of Denmark and the EU commission has claimed compensation for the confiscation or return of confiscated or destroyed aid property. In the case of Denmark, this happened in relation to the confiscation of 8 pit latrines and 10 water tanks installed by DanChurchAid. In the case of the European Union claims for compensation was made as a consequence of the demolition of shelters raised in area C, built for families made homeless in severe storms during the winter. This tendency of claiming comes after a policy shift in 2012 and 2013 where EU put a greater focus was put international humanitarian law (IHL) instead of Israeli administrative rules in areas C on the West Bank and commenced a more progressive investment into area C 4.

Civil society has contributed to this recent tendency of claiming compensation, according to both Danish and EU officials met during the evaluation. Bringing politicians to visit the region to experience the occupation ‘on the ground’ and increasing public attention to the issue has helped create a space for international civil servants to ‘bring new issues on the table which we couldn’t touch some years ago’, according to one informant met. Seen in this light does DCAs continued efforts to bring Danish and EU parliamentarians to the region appear to be highly justified. Engaging European – including Danish – policy makers to set the direction, creates a space for civil servants to act in a way that was unheard of 10 years back.

The lines – or ‘grids’ of influence may be graphically illustrated as follows:

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DCA played a key role in mobilising the Danish Ministry of Foreign Affairs to claim the property back in the case of the confiscation of DanChurchAid’s pit latrines. This may further have contributed to the Danish Government’s support to the idea of the establishment of a ‘coalition of the willing’ EU members states who will file complaints jointly in the case of demolitions and confiscation of aid, according to one informant. Working within a coalition will save time for each individual coalition member, increase the weight by which claims are made and prevent situations where individual member states have to act alone. The latter is a key principle in Danish EU policy.

In addition, DCA, through AIDA have contributed to the framing of an operational guide for all agencies undertaking a humanitarian operation in area C. The framework emphasizes that donors will not require application of permits from Israeli civil administration for humanitarian interventions, and that coordination on this is done through the annual CAP (now called SRP – Strategic Response Plan).

The significance of this ‘change in discourse’ and recent tendency to claim compensation for the ‘loss of aid investments’ remains highly uncertain and is to be judged against the development of the EU-Israeli relationship in the future. However, the change in discourse does represent a new interest among 3rd state actors in applying the international humanitarian law framework in a way, which was not seen 10 years ago. At the same time, it may represent a first step towards mobilising 3rd state actors in support of a more general application of the principles of 3rd state responsibility to enforce the IHL framework, so that all EUs relationships with Israel are guided by these principles. The consequence of this would be that the cost of occupation increases and that the EU countries would push for an end of the occupation and a recognition of the Palestinian population’s right to self-determination based on these principles.

**Promoting advocacy**

In 2013 the EU Commission published guidelines providing for non-eligibility of Israeli entities established in the territories, or activities held in the territories by entities established in Israel to grants, prizes and financial instruments provided by the EU. The guidelines state that their aim is to ‘ensure the respect of EU positions and commitments in conformity with international law on the non-recognition by the EU of Israel’s sovereignty over the territories...’
It is further stressed that the guidelines are in line with the position held by the EU’s Foreign Affairs Council, which has underlined the importance of limiting the application of agreements with Israel to the territory of Israel as recognized by the EU.

While it is impossible for the consultant to attribute this work to DCAs and the Aprodev/ACT alliances’ work and work alone, the recommendations of the guidelines do correspond with recommendations made by DCA and its allies for almost a decade. The fact that DCAs programme officer was invited by Danida to inform Danish EU technocrats about the labelling principle described in the guidelines is another indication of DCAs contribution to this development.

The issuing of the guidelines represents a political statement, which may be valuable in terms of EU international position and attempts to safeguard international humanitarian law principles in relations between occupying powers and 3rd parties. As such, it may represent a first, but perhaps principle step, towards increasing the political and economic price of the occupation – which remains the long term objective of DCAs and its allies’ ‘promotive’ advocacy efforts. Its real-political impact on the ground, both for Israeli business and institutions and for the Palestinian population remains marginal at most, however, and the long-term effect of the guidelines on the regional process as well as on the political position of the EU in that process may be doubtful too. While DCA and its allies are well aware of this, seeking to influence and promote EUs own application of its obligations within international humanitarian law seem to remain the only feasible option in a situation where the Israeli Government remains insensitive to pledges and recommendations and in a situation where the political opinion in Europe at large opposes wider ‘sanctions’.

Finally, DCA has supported the drafting of two reports on private investments into and trade with settler industries. These reports and delegation visits to the Palestinian areas for private sector representatives seems to have contributed to pension schemes revising the investment policies for Israel and the Palestinian areas.

4.2.2 Limitations

DCAs focus on the responsibility of 3rd state actors to enforce their own obligations under International Humanitarian law seems to be the most feasible strategy in the current situation in terms of mobilising international policy makers to act. DCAs efforts to mobilise support among Danish and EU parliamentarians and other decision makers appears to be relevant and effective to serve this purpose.

While DCA has engaged in dialogue with an invited dozens of decision makers to the region during the program period, DCA does not maintain this network of people on a systematic basis. This may partly be caused by the absence of a strategy for maintaining its network, partly by the fact that the programme officer was change twice during the program period. However, while inviting delegations to the region is an ‘investment’ in time and effort’ the consultant finds that more systematic efforts may be made to remain in contact with delegates after their return from the Palestinian areas, so that delegates can be mobilised for future advocacy initiatives too. This could for instance be if DCA is in need of individuals to sign petitions or mobilise public support in support of DCA.

EU is investing systematically into areas C to maintain the infrastructure and opportunities for Palestinians living there. This represents an opportunity for DCA both in terms of motivating EU to claim compensation for potential
losses and in terms of ‘aligning’ itself with the EU in terms of providing livelihood opportunities for vulnerable communities living in the area. The latter may provide options for DCA receiving EU or bilateral support to its work in areas C later on. In particular since DCA seems to have earned a reputation among donors as being strong in advocacy. ‘Aligning’ one-self with the EU could for instance be done by proposing smaller-scale interventions that are complementary to and indirectly re-enforces EU's own investments into areas C and by building advocacy components into such proposals which aims to document Israeli violations of IHL into areas C and mobilise international stakeholders to act on such violations.

4.2.3 Recommendations
It is recommended that DCA invests more time and efforts in nourishing its network of delegates visiting Israel and the Palestinian areas. As a first step, DCA may ask delegates if they are interested in receiving updates from the region, either produced by DCA itself of in case interesting reports are published by DCAs partners.

As EU and ECHO aid is increasingly becoming a battle ground for the enforcement of international humanitarian law, it is further recommended that DCA continues to prioritise participation in cluster meetings where EU representatives and representatives from bilateral agencies are present. This is important for advocacy purposes as well as for the purpose of relation building for future fundraising.

4.3 Strengthened NGO capacity, alliances and joint civil society action for promotion of the Palestinian people’s rights to self-determination.

During the program period, DCA has supported a number of initiatives aimed to strengthen NGO capacity, alliances and joint civil society action for the Palestinian people’s rights to self-determination. This has included the YMCA Joint Advocacy Initiative’s mobilization of youth for local and international advocacy, support to Grassroots Jerusalem in identifying and establishing a network of CBOs in and around Jerusalem and support to Badii’s efforts to mobilise and facilitate a vision for the right of return among CBOs representing Palestinian refugees.

In addition, DCA has supported partners in applying HAP standards and principles into their work.

4.3.1 Main achievements
More in-depth analysis could have been made into this area, provided that time had been available (see section 3.2 above). Yet, it is the consultant’s impression that the efforts to build capacity of CBOs, link them in networks and facilitate that they develop visions and action plans for themselves contributes to their ability to ‘invest’ into their local communities, engage with local authorities and other community stakeholders and ‘claim a space’ as a civil society. This is particularly important in a situation where restrictions in access and mobility contributes to ‘drain’ civil society initiatives and undermine the social fabric of local communities.

This situation was particularly visible in Jerusalem where the ‘Grassroots Jerusalem initiative’ project had contributed to create links of cooperation and sharing of joint resources and ideas between CBOs which had no record or habit of cooperating. So far, this had materialized into a joint festival uniting all CBOs operating in the Old city and a ‘Kite Campaign’ aimed to create awareness among civil society actors and internationals visiting...
Jerusalem about the wide range of social and cultural initiatives and communities living and operating in and around the city.

Linking and creating awareness among CBOs about each others work also contributed to a stronger realization that the challenges faced by one community group were similar to challenges faced by other groups. This established – potentially – a foundation for addressing such challenges jointly later on.

JAIs efforts to mobilise local and ecumenical youth seems to have contributed to a similar recognition of youth around the West Bank that they ‘face the same issues’ and to initiating several joint youth actions directed both towards the international community and towards local issues. During the Gaza war Bethlehem youth took the initiative to collect clothes and food to send to Gaza – an initiative where the symbolic value in terms of demonstrating solidarity and unity between West Bank and Gaza Palestinians may be even higher than its factual value.

4.3.2 Limitations
Building capacity of CBOs and grassroots is a long-time investment into the nourishing of a culture and ‘social fabric’ of local communities, in which local community members ‘invest’ more time and energy into their community, take ownership to development in their community and work together to achieved joint goals. As much of the work is done voluntarily, if can be difficult to plan for and its results hard to predict. Tangible results can therefore be difficult to assess and document (see section 3.2 above).

DCAs own efforts into capacity building of partners seems to have focussed mainly of capacity building on HAP, and issues that was appreciated by most partners, although several expressed that this would not have been their first priority – had they been given the choice.

4.3.3 Recommendations
Despite the fact that community action is difficult to plan and predict, it is recommended that DCA continues to support CBOs and local community groups ‘claim a local space’ and act on their own behalf. This is important both in terms of building resilience of communities to resist and recover from the effect of hazards and IHL violations and in terms of building active citizenship that may work to articulate the needs, rights and aspirations of civil society actors. Doing so in Gaza, where unemployment is high and youth in particular have so little to do may serve the double purpose of promoting grassroots advocacy and creating opportunities for communities to act. DCA may consider to apply the principles of ‘participatory budgeting’ (which is a participatory method to engage communities and create ownership to setting priorities, budget for and act towards fulfilling their own needs) to nourish such development.

In addition, capacity building of partners in impact assessments and results management as well as facilitating discussions about when and where ‘service delivery’ and direct support should be provided and how and when that will support the Palestinian population’s resilience to occupation may be important to prioritise in the future. In particular if DCA is to introduce theory of change as an approach to planning, implementation and learning and if DCAs program management will prioritise a program approach that relies less on direct and material support to communities and prioritises communities’ own agency more.
4.4. DCAs program approach

DCAs country program in Palestine was the first ‘country program’ to be developed by a DCA regional office. As such, the aim was to unite 3 different thematic programs into one, joint program working toward one, common goal and to gather partners under the framework of a partner platform that could facilitate learning and coordination between partners and interventions and serve as a forum for joint analysis and strategic reflections.

4.4.1 The program document and program management

As the country program document was formulated at a time when experience in formulating such programs was yet to be developed, the program document and the LFA were largely formed based on partners’ existing priorities and interventions, according to program staff. Little efforts seem to have been made at the time of the program planning to analyse what it would take for the program to reach program objectives, explain how identified interventions were likely to contribute to overall goals and therefore why certain approaches were to be prioritised instead of others.

Apart from presenting their own work priorities into DCAs country program, DCAs partners appear to have been only superficially involved in designing and providing inputs for the program LFA at the onset of the program.

The limited time and resources spent during program planning and the apparently limited success with creating a process, that facilitated a deeper understanding among partners and program staff of how and why their program interventions would reach desired outcomes, seems to have adversely affected program implementation in a number of ways:

- First, the insufficient process and efforts to analyse and explain how and why different components would contribute to overall goals seems to have contributed to the limited overall cohesion of the program.

- Second, partners’ ownership to the LFA and their understanding of why indicators are phrased in certain ways is weak, although some are able to refer to the elements to which they contribute themselves. As the understanding of how program indicators can be reached and why activities implemented by partners will contribute to program outcomes and indicators are weak, it has been difficult for partners to report against outcome indicators in a way, that was useful for DCAs own reporting, according to program staff.

- Third, the limited ability of the program document to provide clear directions as regards which interventions could be supported and which not and where fundraising efforts should be prioritized, seems to have contributed to frustration among program staff as the program document provided limited directions only.

In a context where there was a clear need to focus the program and the program management therefore rejected supporting certain interventions proposed, some program officers found it difficult to accept or understand on what basis such decision were taken and why.
Given the complexity of DCAs work in two geographically separated areas there is a strong need for a clear and consistent program document and results framework (LFA) which explains:

- How DCA thinks development takes place in its context and related to overall development objectives that DCA prioritises
- DCAs role in bringing about this development
- How and why DCA thinks that certain interventions will contribute to this development (describe in causal change pathways)
- Key assumptions that guide DCAs thinking and prioritization.

Throughout the life of the program, communication and access to Gaza has remained a challenge due to power cuts (hampering stable skype connections and connections by phone) and restrictions on program staff’s ability to visit each other.

Despite systematic efforts from the Jerusalem office since late 2012/early 2013 to remove the “barrier” between DCA Gaza staff and Jerusalem staff and introduce procedures for joint decision making and processing of grants, Gaza staff interviewed during the evaluation still feels partially marginalised and cut off from decision making and administrative processes in the Jerusalem office. This makes it difficult for them to trace the status of project grants and follow decisions that are to be taken in Jerusalem regarding support and cooperation with partners. Experience sharing, sharing of lessons learnt and joint reflections on strategic directions and priorities is a challenge too. The communication gap expressed by program staff was reflected by 3 partners in Gaza too, who complained that they felt under-informed about reasons to cut funding or to cease support of certain interventions.

4.4.2 Recommendations
To strengthen joint understanding and commitment among program staff of why certain interventions are supported and how these interventions are likely to contribute to overall goals, it is strongly recommended that DCA makes the planning process for the next country program a participatory process involving all programme officers and other related support staff in Gaza and on the West Bank.

Program planning is as much a process as a product that materialises in an LFA and a monitoring and evaluation framework. It is during the process of joint reflection and discussion that participants come to a joint understanding of what it takes to reach desired goals and why certain priorities are made instead of others. And, it is during this process that participants come to understand why they disagree – as if in fact there is substantial disagreement. Both aspects are important from a management perspective because it contributes to the understanding, commitment and motivation of stakeholders that is vital to the execution of any plan, including a country program.

A strong program document with clear priorities, goals and lines of direction will further create a framework where it may be easier for the program management to delegate responsibilities to other staff members in situations where communication is made difficult by power cuts, access issues or busy schedules.
4.4.3 The partner platform and partnership approach

DCA conducts partner platform meetings once a year. In recent years, the meetings have been a venue for discussion of DCA policies, status of training programs, including HAP and DCA related developments.

A review of the agendas and minutes from recent meeting reveals that the purpose of the meetings is information sharing mainly and less a forum for learning and co-ordination between partners and interventions, joint analysis and strategic reflections as intended in DCAs global terms for partner platforms.

Partners state that the main benefits from these meetings are that they get an opportunity to meet and hear about each others’ work, that they get to know what is happening inside DCA, voice their own needs and concerns and learn about DCAs advocacy work. Although this was generally appreciated by DCAs partners many also felt that there was scope for strengthening the partner platform meetings and make them a forum for joint decision making. Several requested the follow-up and decisions made after the previous partner platform meeting too.

On the other hand, DCAs partners’ also felt that with one partner platform meeting a year, there was certainly a limitation as to what could be expected from such meetings.

In general partners expressed their appreciation of DCAs partnerships approach and felt that cooperation was based on reciprocity and a mutual dialogue and respect.

Currently, further and stronger cooperation between partners appears to be limited by at least two factors

a) **The frequency and planning of partner platform meetings**: One meeting a year is unlikely to be sufficient to create the synergy and cooperation between partners that is intended in the program approach and DCAs global terms for partner platforms. Yet, to increase the number of meetings, partners would need to feel that the benefits of participation equals the investment in time. This would most likely entail that ownership and influence both to the meeting agenda and to the shaping of DCAs program is increased. DCAs recent initiative to let partners define the meeting agenda is a first important step in this direction.

b) **The broad focus of DCAs program**: Currently, DCAs program covers multiple issues including livelihood and food security, women’s rights, psychosocial support etc.. The poor justification and explanation in the program document and the LFA of how these interventions are liked and mutually reinforcing and the fact that interventions supported are not directly linked, limits the incentives of partners to work together as it is difficult for them to see, how their various fields of work can be mutually reinforcing and of benefit to each other. Currently cooperation between partners is therefore generally defined by funding opportunities identified by DCA to ‘merge’ partners into consortiums in larger program applications.

The inheritance denied project is a good example of how synergy and ‘multiplication effects’ can be established, once partners are united under a new specific objectives, however.
4.4.4 Recommendation:
If DCA is to benefit fully from the program approach it is recommended to strengthen ownership of partners to the program planning and implementation process. This entails that DCA invests time in facilitating partners’ contribution into the new strategic framework for DCAs 2016-2020 program (through the facilitation of one or more Theory of Change workshops in line with DCAs recent guidelines). While this may be a time consuming exercise, experience from other DCA country programs has proved that this does strengthen program cohesion and partners’ feeling of ownership to the program.

5. Conclusion
Operating in a context of protracted crisis and deliberate attempts by an occupying power to block development efforts and deliberately violate the basic human rights and rights of civilians under international humanitarian law is a challenges and raises a number of issues including:

- How and to what extent is it possible to promote human rights, including the rights for sustainable livelihoods or the right to enjoy a life free from ethnic, religious or gender based discrimination, when authorities supposed to protect such rights are either non-existing or when authority and division of responsibilities between authorities remain unclear or contested?

- How and what kind of socio-economic development is feasible in a context of ‘de-development’ – where land confiscations and movement restrictions effectively hampers economic growth and efforts to improve sustainable livelihood?

- Where and how wide is the ‘political and developmental space’ for development actors to make a real difference in the lives of people living in a context of protracted crisis, and what role will such agencies undertake, given their mandate and comparative advantages?

This evaluation shows, that space is available to promote human rights, including the rights for livelihood and the rights of women to enjoy the same rights as men, despite a context of conflict and an occupation policy that either deliberately or by default or both contributes to de-development. Feedback from beneficiaries of DCAs program clearly demonstrates that efforts to strengthen production capacity and effectiveness, market access and production quality, individuals’ and communities’ efforts to claim their rights does make a difference. Both in terms of poor producers’ ability to make an income for themselves and their families and to remain on their lands, and in terms of securing women access to key assets such as their inheritance. Development at the level of individuals, households and communities is – in other words – possible in a context of de-development and protracted conflict.

However, the evaluation also finds that support should be provided with caution so as to provide space for beneficiaries to experience that they have power, responsibility and agency to influence their own lives and can act independently of external support and an occupation that limits opportunities for development.

As a development agency, DCA can play an important role in stimulating not only livelihood and gender rights and alleviating humanitarian consequences of the occupation, but also in promoting a culture of agency among beneficiaries and communities alike, so that they can be real agents of change in their own lives and in the long-
term effort to end the occupation. Projects such as the video project implemented by Btselem and interventions by partners under the inheritance denied project underlines that this is possible. Such interventions are just as important as continuing efforts to mobilise international support and consolidated action for a solution to the conflict based on respect for international humanitarian law.

To do so effectively, DCA may consider to strengthen the focus of its next country program around one, thematic area. A more focussed country program will provide a stronger and more meaningful space for synergy between individual interventions and for partners to cooperate, share ideas and lessons learnt and explore opportunities and approaches that further promotes agency and empowerment of the Palestinian People.\(^5\)

\(^5\) A proposed new focus is included in the annex below.
Annex I

Gaza Interventions – Results of Focus Group Discussions

Prepared by: Shafiq Yousef

March 2015

Acronyms
CBO Community Based Organization
DCA Danish Church Aid
FGDs Focus Group Discussion
NGO Non-Governmental Organization
PCHR Palestinian Center for Human Rights
PCP Palestine County Program
WAC Women Affairs Center
YEC Youth Empowerment Center
Background and Methodology:

The Israeli occupation of West Bank and Gaza has detrimental consequences for the Palestinian population’s national and political aspirations, but equally so for the capital assets that constitutes and is a precondition for substantial statehood.

The DCA Palestine Country Programme has three strategic priority themes: Active Citizenship and Livelihoods and Humanitarian Assistance. They are operationalised under three immediate objectives under the Palestine Country programme. The overall goal of the PCP for 2011-2015 is: to ensure that the rights of Palestinians to sustainable livelihoods and self-determination are respected, protected and fulfilled.

The program’s immediate objectives are:

Third states are challenged to adhere to international human rights law with the long term aim of ending occupation and achieving a just and lasting solution to the Israeli-Palestinian conflict.

Palestinian men and women’s right to participate in social and political decision making processes is promoted enhanced and protected

Palestinian population’s resistance and resilience is strengthened through greater access to and utilization of basic livelihood resources and humanitarian assistance.

Partners’ capacity, organizations and networking is enhanced.

The main purpose of the evaluation is to assess whether and how the country program achieves the goals that have been set out for the strategic period and to assess the relevance, effectiveness, impact and sustainability of the objectives in light of the current context of occupation and armed conflict.

This document represents a report on the end of cycle program evaluation that took place after the 2011-2015 cycle of DCA/PCP. It is intended to serve as both a measure of impact over the previous years of implementation as well as setting the stage for the redesign process of the 2016-2019 project cycle.

The purpose of the focussed group discussions was to assess changes in community groups’ and individuals sense of empowerment, agency and coping, changes in the use of existing livelihood resources, in community action addressing livelihood needs and concerns and in beneficiaries’ awareness of individual rights and entitlements.

The arrangements for FGDs have been done by DCA staff in consultation with their partners in Gaza based on the purpose of each FGDs.

FGDs’ questions was developed by the evaluation team leader in English which translated into Arabic language by the local team.

DCA provided the local evaluator with a brief summary for each intervention to be well prepared for managing FGDs efficiently.

Focus groups discussions technique have been carried out based on a semi-structured questionnaire (an open questioning techniques) including brain storming, ranking exercise for some area of discussion to measure the degree of relevancy, impact, changes over the beneficiaries life.

A total of 6 FGDs events were conducted during the evaluation field phase within DCA’s partners in Gaza. The evaluation team (local consultant and a note taker) themselves compiled the notes, carried out the analysis, developed conclusions, and presented initial recommendations. The process was carried out in Arabic and facilitated by the local evaluation team who compiled the report.

The target groups who had been benefited from the program interventions have been involved and were provided enough space to participate effectively and encouraged to reflect their optimal benefits, challenges, recommendations.....
**Summary of interventions implemented:**

The DCA Palestine Country Programme has three strategic priority themes: Active Citizenship and Livelihoods and Humanitarian Assistance.

In order to achieve the program objectives, the following interventions have been implemented through DCA partners in Gaza:

<table>
<thead>
<tr>
<th>Partner Name</th>
<th>Interventions</th>
</tr>
</thead>
<tbody>
<tr>
<td>MAAN</td>
<td>The project works toward Improving Livelihood and food security through income generating food processing cooperatives for the food insecure residents of Shija’ia, Gaza Strip. It aims at economic and social empowerment for a total of 120 young people living in Gaza City, through improving their employability skills and employment opportunities. The phase III of the project has built on the achievements of the previous phases (Livelihood I and II) that has been started since 2011.</td>
</tr>
<tr>
<td>YEC</td>
<td>The project worked to strengthening resilience for children and their families by maintaining and improving psychosocial support for the children in North of Gaza. The project providing the affected children with psychosocial support through a range of psychosocial support activities which also includes providing a safe space to play, learn, meet and share experiences. A community outreach component aims at strengthening the social support networks surrounding the children to enhance the Northern Gaza community resilience and coping strategy.</td>
</tr>
<tr>
<td>WAC</td>
<td>The Inheritance Denied Project aimed to implement activities at the local (micro) and national (macro) levels that raise awareness of women’s inheritance rights and mobilize decision makers to make institutional and policy-level changes leading to increased access to economic resources for women. It seeks to contribute to women’s social and economic empowerment through the promotion of women’s access to inheritance and property ownership.</td>
</tr>
<tr>
<td>WAC</td>
<td>Creating Hope Project, (Al Amal) the project provided services to 50 female and male university graduates who have accomplished their degrees requirements but are unable to get their certificates due to financial barriers. And equip the fresh university graduates with knowledge and skills, which are highly demanded for the labor market and create job opportunities for the fresh university graduates.</td>
</tr>
<tr>
<td>AEI</td>
<td>The project working to build the capacity and raise the awareness of the caregivers and other community members towards achieving the long-term impact and sustainability for reducing/preventing malnutrition among children under five in Gaza.</td>
</tr>
</tbody>
</table>
PCHR

DCA contributing the Economic, Social and Cultural Rights Unit. The PCHR advocates for democratic development, reform of the judiciary, the executive and the legislature, the public order agencies, the promotion of respect for the rule of law and for human rights standards; this includes representation for victims of human rights violations perpetrated by the PNA and places particular emphasis on women appearing before Shari’a and civil courts.

Description of the Interventions Contribution to Changes:

Gaza Strip still living under severe humanitarian crisis with all that entails in terms of absence of equality, accountability and security for the Palestinian population, diminishing access to livelihood resources, traumatization and disempowerment.

Special interventions have been launched by DCA and their partners in Gaza Strip aimed the improvement in life sectors of the vulnerable people.

MAAN

Within deep discussion with targeted beneficiaries of livelihood and food security project through income generating ensures that the implemented interventions have reflected positive change on their life aspects.

The project has significantly changed their way of thinking and acting and has strengthened relationships and the interactions with local community.

Ex. One of the participants is a housewife, she was suffering from so limited relationships with the surrounding community, she referred to how the project change her life style through improve her capacities, knowledge and skills and increase her ability to build relationships and establish her special networking with stakeholders (Media, IT companies, Wedding halls) of her photography project.

Another participant ensured the project has empowered him to start his small refrigerators and air conditions maintenance project based on the knowledge and experiences and practical skills acquired through the theory and practical training.

The beneficiaries confirmed the project has strengthened their aspirations specially who benefited from start-up business grants.

The stress resulting from difficult livelihoods, absence of jobs, limited income resources and losing the hope is reduced.

The participants reported enhanced income, in which they could make use of the skills gained through the trainings, the networking and linkages with other employers to generate income.

The youth got access to sustainable employment/livelihood opportunities, while others got easier access to the market through engagement with different employers along the project lifetime and by working temporarily from time to time upon the season and the market situation.

The youth of whom received the vocational, on job and business management trainings and start up business grants, have established their own businesses and started to generate income with increased business assets.

Others who received vocational trainings managed to get sustainable employment opportunity, making use of their networks and linkages with employers in the market.

The youth reported better social relations with families and other community members as they became more active in their communities. They also reported higher self-esteem, self-confidence, with the ability to imagine and aspire to a better future.
The participants became more resilient to face challenges and problems, and more flexible to find solutions and alternatives.

_AEI_

The combination of the protracted blockage and a challenging livelihood and food security situation in Gaza has led to a more or less chronic nutritional health problem and children under five and pregnant women are the most vulnerable groups.

Pregnant women and children under five years suffer from malnutrition and anaemia caused by iron deficiency have been targeted and supported with different kind of interventions. For health promotion and raising awareness interventions mothers were subjected to raising awareness sessions and regular visits to the clinic, targeted mothers confirmed the new knowledge and experiences provided by the project staff, they showed significant changes on their health practices and strengthen their confident toward dealing with children with anaemia and malnutrition. They became more knowledgeable and skilful to deal with their children’s health issues.

One of participants assured the increasing in Haemoglobin rate of her child from 8 to 11 within 2 months and other one from 9 to 11 in the similar period. While others mentioned the progress of their children’s weight within limited periods.

The participants shared knowledge and experiences acquired with their relatives and friends. Mothers became more confidence and feel satisfied about the progress of their children’s health.

The project highly focused on teaching mothers how to prepare healthy food/meals considering their economic hardship conditions.

_YEC_

The lack of safe spaces for recreation and the effects of the war and blockade were putting children in risk – not only in the sense of stunted development, but also potentially fuelling attraction to terrorist causes. DCA support these centres and their activities were seen as playing an important role in mitigating these risks.

In terms of the psycho-social support, there were two subsets of interventions – one related to resilience and stress mitigation, the other related to the child friendly spaces. In the minds of the beneficiaries, both of these forms of interventions were considered psychosocial support interventions.

In the FGDs, the most cited change related to the change in children’s behaviour and mother’s perceptions. The psychosocial support contributed to helping children who were affected by the crisis – especially by providing safe places for the children to play and learn. The integration of children with mothers in psychosocial support activities were cited as leading to a stronger shield against the threats of disasters and crisis.

Mothers noted that the subjects of raising awareness workshops were very useful for helping them work with their children in crisis. Following on, the noted the importance of creating spaces for children that were safe.

In terms of the child safe places, Mothers noted “now the streets are not only recreational places, We now have safe, easy access to centres where we can learn, interact, and enjoy”. A mother commented: “our children are now going to safe places instead of being in streets”.

Mothers now encourage their children to go regularly and learn, as this is building strong more confident and supportive child for them.

Mothers highly emphasising on the improvement of their ability to take decisions, control and manage houses jointly, they also became more powerful to convince their husbands regarding the importance of their regular participation in the project events and occasions side by side with their children.
Under both Palestinian civil law and Sharia law, women are entitled to half the inheritance share of men, but are often coerced into giving up this right to male relatives. This makes women financially reliant on relatives, severely limiting independence and raising vulnerability. This action contributes to improving women’s access to the protection afforded them under current law raising awareness among individual women and men, as well as duty bearers and public employees, so that they understand what women are entitled to.

Rural women from the most isolated, vulnerable communities have been educated as to their inheritance rights. All participants agreed and confirmed on the following achievements.

- Enhanced women knowledge about the mechanisms and ways to resort to the judiciary and the courts in attempt to take their inheritance by law.
- Enhanced the confident of participants to break the barriers of fear and shy and encouraged them to ask for their rights in inherent.
- The inherent training and sessions reflected positive effects on the society that encouraged another people to join.
- Enhanced the opportunities of participation and discussion in terms of strengthening the women’s rights of inheritance.
- Change the behaviour of Palestinian society toward women’s rights of inheritance.
- Improve the collective actions and coordination between female members in attempt to pressure their brothers to recover their rights.
- The project has changed the wrong ideas and concepts of existing traditions about preventing women’s right of inheritance.

The participants became more active to spread gained knowledge, information and advices to their friends, family, and local community.

The project has built special character for participants through strengthen their confident, boldness, and nerve for request their inheritance.

The implemented sessions, workshops and legal consultations were reflected quick results for empowering women through in-depth understanding and ability to request their rights.

The participants have high ability to access to the centres related to inherence issues specially the partners of DCA whom have a good reputation and success in this field.

For the creating hope project, the project provided services to 50 female and male university graduates who have accomplished their degrees requirements but are unable to get their certificates due to financial barriers.

The beneficiaries affirmed the greatest contribution of this intervention over their aspiration and ease their access to the jobs opportunities.

The theoretical training course enrich them with most needed knowledge and experiences while the internship opportunity provided them with professional experience they are in need for.

The beneficiaries articulated that:

- The theoretical training has enhanced their knowledge and skills and empower linkage to the labor market.
- The project created the opportunities for graduates to start their practical life and gain knowledge and experiences directly from the work site.
- The project contributed to motivate the participant to think outside the box and change the way to get livelihood sources.
- Some of participants have changed their future plan in attempt to increase the available alternative and choices.
The intervention has encouraged their ability and desire to work together as two male members linked to the free business market and established their own small company while others got jobs opportunity within CBOs.

**PCHR**

PCHR works to protect and promote human rights within the framework of international human rights mechanisms and standards. This is to be undertaken through monitoring, documentation and advocacy at the local and international levels; providing social and legal services to whose human rights have been violated; undertaking awareness, advocacy, training and legal reform programmes that ensure gender equality; developing the capacity of grassroots organizations and volunteer groups, all within the framework of an effective organization that works in a complementary way through the various programme and administrative units.

The project provided an essential knowledge about the legal assistant mechanism against Israeli violations

Strengthen the collective actions and networking to pressure the decision maker to change the policy for Palestinian protection.

The project enhanced the ability of participant to defence and claim their rights and increasing the community interest with advocacy issues.

Enhanced the target groups participation and joining in the programs and project which addressing the human rights aspects.

They highly cited that it changed the media views and public opinion toward the fishermen issues in facing the Israeli violations in addition to effective use to the advocacy methods through demonstrations, documentation, media, and social media.

Engage the targeted communities with decision makers and strengthening citizens social responsibilities and accountability. (Citizen Voice and Action)

Enhanced networking, collective action and cooperation to disabled where a secondary school for deaf has been established.

Capacity building training have been conducted for people at buffer zone and others to monitor and register the Israeli violations in the buffer zone area and facilitate the communication and information flow by the Palestinians in the buffer zone.

The participants become more capable to take the lead for searching for their rights and enhanced their integration and participation in different events and campaigns (against siege for example).

The PCHR partners and target groups assured the importance of the reports and publications of PCHR that addressing the rights of Palestinian community, and the access to information and documents.

**Analysis & Discussion**

Participants have been guided and encouraged to discuss the interventions made in order to measure the relevance, importance and the most significant changes over their life. Other external factors may contribute to changes And any other changes to strengthen the beneficiaries ability to claim their rights and sustain their livelihoods.

**FG1**, the participants of MAAN mentioned that the socio-economic empowerment is highly aligned and touched their high needs and interests. They were suffered from lack of knowledge and skills, lack of job opportunities, absence of food security, shortage in income generation sources.

They highly attracted to join this intervention in attempt to acquire new knowledge, skills and startup grants which supported and facilitated their accessibility to the basic livelihood resources.

The beneficiaries confirmed the different capacity building events (theoretical, practical and vocational trainings) provided them with newly knowledge and skills that totally matched their internal desire.

They have suggested some points for improvement to maximize the project impact and benefits such as:
a. Increase number of beneficiaries from the startup grant intervention.
b. Expand the internship beneficiaries, period and increase monthly allowance.
c. Support the participants with advanced trainings in different fields.
d. Expand the pool of different vocational training.

During deep discussion, the participants cited the positive changes and reinforcement made that helped them to work under pressure, improve networking with community leaders and decision makers, enhance collective works and partnership, increase their accessibility for community resources and keep up the success gained. The greatest impact have been reflected by the participant over their families and surrounding community, strengthen their social relationships, meet families basic livelihood needs and improve their self-confidence.

**Sustainability**

10 participants showed low while 4 showed moderate ability to move forward due to the serious external factors in regards to blockade, lack of power supplies, deteriorations in all life sector, weakness of the local market........

**FG2**, the participants of AEI interventions confirmed the high need and desire to attend raising awareness sessions and improve their health practices, as they suffered from lack of health information and skills in dealing with children with anemia and/or malnutrition. The mothers mentioned the significant progress and great impact on their children’s health within limited period due to their accessibility to the new and appropriate information and changing their unhealthy practices interms of children nutrition.

Mothers suggested an area for improvement to reach for better results by increasing number of beneficiaries in regard to distributing food parcels, healthy food, medications, diapers and milk for all needy cases.

Mothers have articulated the most significant changed over their children’s health and themselves where it strengthened their self-confident, improve deep-understanding about children’s health issues and problems and shared experiences with other relatives and friends.

Mothers mentioned that the children became more active and resistant to infections and other threats.

**Sustainability:**
The participants cited their ability to follow up their children health and use the received information and skills to protect their children and

**FG3**, Mothers targeted in YEC Psychosocial support interventions emphasizing that importance of implemented activities which totally aligned with their high needs particularly after the last war on Gaza. (Summer 2014) They highly mentioned the importance to include fathers within similar activities, conducting home visits, individual consultation, distribute gifts and toys, conduct trips and open days, provide advanced projects for psychosocial support to avoid any failure of coping with and absorb shocks.

The project highly support mothers as they can respond to issues and problems affecting their own lives. They became more knowledgeable and skillful to protect and effectively utilize community resources available to them and deal with psychosocial issues.

**Sustainability**
The participant can continue to some extent in psychosocial self-learning based on knowledge and experiences acquired from DCA/YEC program, but highly confirmed the importance of advance and long-term psychosocial support interventions.

**FG4**, Women targeted by Inherence denied project confirmed the importance of such interventions as there is high number of women deprived from their inherence rights. The interventions made incapable of fulfilling their needs and interest of appropriate life with dignity, hope and fullness

The workshops were motivated and supported women to claim their rights and to improve their livelihood conditions. Legal consultations assisted the deprived women about the mechanisms for reaching to the courts.
Women suggested to expand the workshops to reach for more people particularly men, leaders and decision makers. They highly recommend to form lobbying groups to pressure on the decision makers to highly consider these dilemmas in the courts. They also mentioned the importance of using mosques, radio program and social media to increase the supporters of community members. Women ability and motivation to work together increased through sharing knowledge and experiences.

**Sustainability**
The participants become more capable to defense their rights and more awareness to reach for legal consultations centers and courts.

**FG5**, Creating hope project is highly touched the beneficiaries main needs, as this gave them the opportunity to access to the labor market.

They confirmed the importance of capacity building trainings and the internship program for each fresh graduate. The group highly recommended to expand such interventions and reach for other needy cases, conduct advance training courses, expand the internship period and increase the monthly allowance.

The interventions supported the youth group with new knowledge and life skills to face challenges and create the opportunity to prove themselves in their communities.

The participants have built a positive relationship with decision makers, local authorities, NGOs and CBOs in their community.

**Sustainability**
The beneficiaries have shown high abilities to use the acquired resources but they faced with the hardship reality.

**FG6**, The PCHR target groups highly appreciated the effective role of PCHR in documenting and follow up the Israeli violations against the Palestinians’ in the buffers zone and other areas. The fishermen and farmers in the buffers zone areas confirmed the significant of the capacity building training in promoting the human rights, documenting the Israeli violations, coordination with human right centers........

**Sustainability**
The PCHR partners and target group assured the importance of the reports and publication of PCHR which addressing the rights of Palestinian community and the access to information and documents. The fishermen establish local network with so limited facilities, so they are in high need for DCA to continue its support to PCHR socio economic unit.

**Annexes:**

1-FGDs photos.  
[https://www.dropbox.com/sh/9238zj14u6430qs/AAATg_RfRdd_E3ndUVOI0LuPa?dl=0](https://www.dropbox.com/sh/9238zj14u6430qs/AAATg_RfRdd_E3ndUVOI0LuPa?dl=0)

2- FGDs attendance sheets.  
[https://www.dropbox.com/sh/x6ulp662gz9j2c6/AAAEzVAqrhSg1O_qyWVPIU7Za?dl=0](https://www.dropbox.com/sh/x6ulp662gz9j2c6/AAAEzVAqrhSg1O_qyWVPIU7Za?dl=0)

3- FGDs questions.  
Questions for FG - for inspiration.docx
Annex 2

West Bank Interventions-

The Focused Group Discussions (FGDs)

Prepared by Naser Maali

March 2015
### Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARIJ</td>
<td>The Applied Research Institute - Jerusalem</td>
</tr>
<tr>
<td>AVH</td>
<td>Augusta Victoria Hospital</td>
</tr>
<tr>
<td>BADIL</td>
<td>The BADIL Resource Center for Palestinian Residency and Refugee Rights</td>
</tr>
<tr>
<td>BSIAW</td>
<td>Bardala Society for Increasing Animal Wealth</td>
</tr>
<tr>
<td>CBO</td>
<td>Community Based Organization</td>
</tr>
<tr>
<td>DCA</td>
<td>Danish Church Aid</td>
</tr>
<tr>
<td>EAPPI</td>
<td>Ecumenical Accompaniment Program in Palestine &amp; Israel</td>
</tr>
<tr>
<td>ECHO</td>
<td>The EU Humanitarian Aid and Civil Protection department</td>
</tr>
<tr>
<td>FPT</td>
<td>Forcible People Transfer</td>
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<tr>
<td>GJ</td>
<td>Grassroots Jerusalem</td>
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<tr>
<td>IGA</td>
<td>Income Generating Activities</td>
</tr>
<tr>
<td>JAI</td>
<td>Joint Advocacy Initiative</td>
</tr>
<tr>
<td>MCHN</td>
<td>Mother, Child Health &amp; Nutrition</td>
</tr>
<tr>
<td>NFC</td>
<td>New Farm Company</td>
</tr>
<tr>
<td>TCS</td>
<td>Tubas Charitable Society</td>
</tr>
<tr>
<td>WASH</td>
<td>Water, Sanitation and Hygiene</td>
</tr>
<tr>
<td>WATSAN</td>
<td>Hygiene Training and School Sanitation Infrastructure</td>
</tr>
<tr>
<td>WCLAC</td>
<td>Women Center for Legal Aid &amp; Counseling</td>
</tr>
<tr>
<td>WTP</td>
<td>YMCA’s Women’s Training Program</td>
</tr>
<tr>
<td>YMCA</td>
<td>The Young Men’s Christian Association</td>
</tr>
</tbody>
</table>
Summary of the Interventions Supported by DCA

The Israeli occupation of West Bank and Gaza has detrimental consequences for the Palestinian population’s national and political aspirations, but equally so for the capital assets that constitutes and is a precondition for substantial statehood.

Physical infrastructure and mobility is eroded. Natural resources including land and water are destructed. Access to it is narrowed, and the social fabric of the Palestinian population is weakened. The sense of disempowerment and hopelessness among the Palestinian population is widespread. This has negative consequences for the rights and well-being of Palestinian women and men and is closely related to the high prevalence of conflict-related traumatization and stress in the Palestinian population: The prevalence of post-traumatic stress disorder among children in Gaza, i.e. a cluster of somatic and psychological symptoms of trauma, is the highest in the world.

It is against this background that DCA’s country programme 2011 – 2015 was planned with the overall objective to promote the rights of Palestinians to sustainable livelihoods and self-determination through three strategic priority themes: Active Citizenship, Livelihoods and Humanitarian Assistance.

The program’s immediate objectives are
- Third states are challenged to adhere to international human rights law with the long term aim of ending occupation and achieving a just and lasting solution to the Israeli-Palestinian conflict.
- Palestinian men and women’s right to participate in social and political decision making processes is promoted enhanced and protected
- Palestinian population’s resistance and resilience is strengthened through greater access to and utilization of basic livelihood resources and humanitarian assistance.
- Partners’ capacity, organizations and networking is enhanced.

For this purpose, the DCA launched several partnerships with local development agencies toward the design and implementation of the required interventions. The concerned partners consist of the following:

<table>
<thead>
<tr>
<th>Partner</th>
<th>Intervention</th>
</tr>
</thead>
</table>
| WCLAC   | Women’s Right of Inheritance:  
- Awareness-raising sessions, &  
- Provision of legal & social services.  
Capacity building of Tubas Charitable Society |
| ARIJ    | Improve income generation thru:  
1- Enhancing the Bardala farmers’ productivity of livestock to better food security & livelihood,  
2- Target 5 areas within Bethlehem & Hebron by providing the households with sustainable renewable energy resources. |
| YMCA    | 1- WASH Segment:  
Improve access to safe, reliable, affordable and adequate water supply, sanitation and hygiene facilities and services for the critically vulnerable people,  
2- Women’s Right of Inheritance thru:  
- Awareness-raising sessions, &  
- Provision of legal & social services. |

* I included here ONLY the partners whose interventions were part of this assignment.
An external evaluation was conducted in March 2015 as the program is coming towards an end. The main purpose of the evaluation is to assess whether and how the country program achieves the goals that have been set out for the strategic period and to assess the relevance, effectiveness, impact and sustainability of the objectives in light of the current context of occupation and armed conflict.

The evaluation team consists of two evaluators:
1- The International Lead Evaluator Strategihuset I/S, DENMARK represented by Partner Malene SOENDERSKOV, and
2- The Local Evaluation Consultant Naser Maali, who led the focus groups’ discussions, and undertook the analysis of the collected data and the preparation the relevant FGDs’ evaluation report.
3- The note-taker, Heba Samer, who registered the feedback and the information provided by the participants.

Description of the Methodology:

The purpose of the assignment is to involve the West Bank beneficiaries of women, vulnerable and marginalized communities for their feedback on the implemented program and interventions. The local consultant gathered these data through focused group discussions for the reflections among the participants, using open-ended questioning technique, flip charts and ranking exercises, with the assistance of a note-taker who registered the feedback and the information provided by the participants.

The FGD technique has been utilized in order to provide flexibility to the conversations, but it is not intended to be read word-by-word or followed exactly such as a questionnaire. In general, a FGD has about 8-10 major questions – each of which is intended to be the beginning of some conversation and sharing. The facilitator should feel free to re-phrase the questions as he sees fit to make them appropriate for the audience. Questions can also be omitted if they are not relevant to the group or if they do not seem to be generating good stories and conversation. This is strongly applicable to the DCA’s program as it is diversified and consists of several different interventions.

A four-day period was allocated for the evaluation field-visit phase. During the first day the evaluation team conducted a group meeting with DCA’s West Bank partners in Jericho. This meeting implied a presentation of evaluation purpose and focus and outcome mapping exercise, and the DCA Program Partnership’s Platform. The other three days were utilized for the proceeding with the FGDs with the communities and beneficiaries who were targeted by the interventions in order to get their feedback on the impact, relevance, sustainability, and other relevant issues.

The selection of FGDs’ participants was done through a consultation process with the DCA & Partners’ staff and followed principles of ensuring that all stakeholder categories had a voice. FGDs normally took about 2.5 hours. Five FGDs were carried out by the evaluation team. Embedded below is a list of the evaluation meetings carried out with the calendar of events, in addition to the lists of FGDs’ participants, and some pictures.

The Lead Evaluator prepared the FGDs’ questions guide which were translated, Arabicized and the language of the questions was modified for context by the Local Evaluator. All notes were transcribed in Arabic by the Evaluation Assistant and the initial analysis was done in Arabic. Both the English and Arabic versions of the questions guides are embedded below as objects.
Data from the qualitative interviews were collected through interview notes. To help guide the collective analysis at the end of the field visit phase, the notes from each interview event were entered into a template that aligns with the questions guide. The original Arabic version of the FGDs minutes is embedded below as object.
Document Review

In addition to the qualitative data gathering, some document review drawing on the concerned project description documentation as well as external secondary sources was included: DCA, concerned partners, targeted communities and evaluation process.

Description of the Interventions’ Contribution to Changes

I- The Beneficiaries’ Confidence to Respond to Issues & Problems Affecting their Own Lives

The DCA-funded interventions implemented under this program have contributed significantly, with contrast from location to another and per the nature of the intervention, to the beneficiaries’ positive perception to respond to challenges.

1- The Legal Awareness Sessions on the Inheritance Law:

The female beneficiaries of the legal awareness sessions of Inheritance Law have shown better understanding and knowledge of their inheritance right. Several cases were reported to personally pursue this right against their male adverse; other women intermediated local key persons and leaders for support, and few asked for legal support from legal support organizations or private lawyers. The awareness sessions conducted have a significant contribution of revealing this issue and transferring it to the public sphere discussion as alternative to the previous perspective of treating such cases as a “taboo” and a woman requesting such right as stigmatized. Such social perspective represented a tool for the deprivation of women from their rights. Currently, the communities have become more open to such discussion “in the public sphere”. With this social change, women have become more courageous and confident to pursue their right with a perception of social and legal/ religious alignment and support.

A similar parallel change took place regarding the women’s right of political & social participation. The researched women reported the development on the women’s participation in the local institutions: local government units, grassroots organizations and universities. From the general perspective, these changes were promoted following the legislative change in Palestine in 1990s after the establishment of the Palestinian Authority, and the intensive feminist movement that accompanied the legislation processes. Both of these developments have provided the appropriate atmosphere for improving the women’s social and political participation. The DCA-supported interventions have aligned and contributed to the existing debates and processes. Several women participating in WCLAC and YMCA’s relevant interventions reported their own experience. “At the beginning, we were viewed as strangers by the male members, and we were shy and hesitant to participate in the discussion during the meetings”, reported a female member to a local government unit. “But later we became very active, expressed our own viewpoints and seriously and equally contributed to the processes of decision making”, the lady concluded.

2- The Income Generation Activities:

The income generation activities (IGA) and food security interventions implemented by the DCA fund included three activities:

i. Provide household-based sustainable renewable energy resources in East Bethlehem & Hebron,

ii. Improve access to safe, reliable, affordable and adequate water supply, sanitation and hygiene facilities in East Bethlehem & Hebron, and

iii. Support the Bardala farmers by improving the productivity of livestock to better food security & livelihood.
The targeted poor farmers and households targeted by the above IGAs have shown higher level of confidence and capacity to take initiatives in response to the various hardships confronting them in the daily life. Before the DCA-supported interventions, their pursuit of their livelihoods was characterized with routine, prolonged traditional methods, and almost complete cut-off of technology or modern techniques. The Bardala farmers reported that their sheep breeds were “native” which is characterized of low productivity of milk and meat, and reproduction. They used to follow wrong ways for medical treatment & nutrition; a thing that cost them plenty. In addition, they used to manually milk their sheep; a thing that consumed a lot of time and effort. After the intervention, they have been exposed to new learning and information regarding the appropriate ways of sheep’s medical treatment, raising and feeding; a thing that saved them a lot of livestock, finance and fodder. The artificial insemination contributed to the improvement of their breeds and provided them with a better quality of sheep with higher productivity of milk, meet, and reproduction. Moreover, the provided milking machine helped them do this task without effort and with higher quality and cleanliness. In addition, the capacity building and market linkage provided by ARUJ helped them gain more benefits, money, relations and knowledge and awareness. The above learning, knowledge, built capacity, relations, and the financial earnings all contribute to higher level of self-confidence and motivation with these farmers who expressed their determination to continue their life trip toward the future with steadfastness and hope, as indicated during the session.

A similar story can be narrated regarding the East Bethlehem communities who benefited from the solar units for the production of domestic electricity. The targeted farmers used to live outside their villages in the country side among the natural pastures and agricultural land. The pursuit of their livelihood caused them have very hard living conditions and resulted in various risks. They lived in very simple cottages, without access to electricity or public networks of neither potable water nor sewage water. Moreover, they had to pay extra cost for the transportation as they had to move quickly from their field to the nearby villages (10-20 KMs) in order to promptly sell their diary production as there was no refrigeration with the risk of decay if any delay happens. On the other hand, the women had to manually shake the milk to produce butter; a thing that caused further prolonged effort and time. In order to get water, the targeted communities had to pay about 10 times cost for private tankers who provided water with unknown sources and questionable quality. As there is no drainage system for sewage water, then an additional risk arose there threatening their lives and health. The families, in fact, almost had a primitive life similar to the medieval age: more than 16 hours of daily work with total disconnection from the basic services, technology, modern production techniques and mass media.

Under this situation, the DCA-funded interventions came to make significant change to the lives of those communities. ARUJ took over the responsibility to provide those people with solar units for the production of domestic electricity. These units had a revolutionary impact on those communities. The generated energy has been used to operate lights that, for the first time, transformed darky nights to light-full ones; so they could enjoy their time. In addition, ARUJ provided them with refrigerators and butter churns. The refrigerators enabled them to safely store their dairy products for longer period without hustling to the nearby villages for marketing before it starts decay. So they could wait longer time to sell a bigger amount without paying extra transportation cost and time. The butter churns saved several hours of the women’s daily life through mechanically shaking the milk instead of manually. In addition, they could obtain laundries that also save a lot of the women’s effort and time instead of the hand-cleaning. As a result, women had extra time for caring of themselves and watch TV and obtain a new culture & knowledge that they could invest for entertainment, knowledge and awareness. Moreover, the cisterns renovated/built by YMCA provided them with more potable water for gratis that they could use during the dry season and made them good financial savings and compensated the villagers for the water reduction once ceased by the Israelis. The YMCA also undertook the provision of mobile latrines and the filtering of the domestic sewage water; a thing that contributed to better health and hygiene and provided organic water for irrigation.

During the evaluation sessions with the beneficiaries of the IGAs I could feel the right project selection and prioritization regarding the above activities. These interventions came to fulfill the urgent needs of the targeted communities who have been significantly transformed to improved status and highly motivated to continue their life with determination and optimism.
II- Ability and Motivation to Work Together

The FGDs have revealed two levels of work that existed while the implementation of the interventions:

1- The collective work within or without an official framework. This is strongly apparent in Tubas, Bardala, and East Bethlehem’s Arashaydeh village. Here there are official grassroots consisting of two women charities and one cooperative that coordinated work and gathered communities’ members who worked together toward joint objectives and benefits. Within the collective framework we can find the individual division of resources and tasks among members; mainly in Bardala as there is a collective cooperative but internally the portions are divided among members. The collective work has, naturally, prevailed while implementing the awareness sessions on inheritance right. Here the collective work becomes more necessary and preferred by the stakeholders as such an activity requires discussion, consultation, coordination and mutual support. In addition, it becomes more influential and integral.

2- The individual work that was dedicated in the East Bethlehem and Hebron’s beneficiaries. The main target here consisted of the poor households who had their own home gardens and/or agricultural field and livestock; all based on private properties. These households were individually targeted within the entire interventions. The nature of work here depended on the family efforts and ownership.

Theoretically speaking, the beneficiaries accept to work together in collective works. But the evaluator thinks that the success of such work depends on the nature of the activity, the gains attained, and the perception of the resulting benefits for the partners in comparison to the individual aspect. But the most important component is to have coordination and networking together in order to benefit from each other and pass the success stories to each other and exchange experience.

III- Knowledge about their Rights, Whom to Address and How in order to Protect these Rights

Most of the women targeted for the awareness on the inheritance right have gained the legal/Sharia knowledge of their inheritance rights and the options for them to follow. There has been outstanding successes in this regard that some of those women pursued their rights through direct request from their adverse, or through local intermediary, or though legal support.

But this may not be applicable for all women. Many women may have not been reached yet for this awareness and still need further support and help.

IV- Knowledge and Skills to Protect and Utilize Community Resources Available

As part of the DCA’s program, several training, awareness, and capacity building activities were conducted toward the protection and effectively utilize community resources available:

1- Capacity building activities were designed and carried out targeting Tubas Women Charity (TWC) and Bardala Society for Increasing Animal Wealth (BSIAW) toward improved organizational development including strategic planning, financial management, reporting, fund raising, project cycle management and mobilization. Moreover, the WCLAC staff provides the TWC with continuous technical supervision on the social, financial, legal, and public relations aspects toward enhanced capacities. The impact of these activities is clear and visible. TWC has a management board that is effectively leading the organization, with plenty of activities and workshops ranging from awareness sessions, to legal aid, to vocational training, kindergarten, and income generation activities. In addition, The TWC’s services has exceeded Tubas City and reached other women in a dozen of adjacent villages. They have more than 20 hired long-term staff working for the various activities. In addition, they managed to build good relations with local and international NGOs who provide them with continuous support. The TWC handled 500 cases of husband/wife disputes in their jurisdiction during the last 3 years. They managed to solve 496
cases and bring the spouses to better new understanding and cooperation, while the remaining 4 cases got divorced.

The BSIAW was also targeted by ARUJ for a similar capacity building activity toward improved organizational development including strategic planning, financial management, reporting, fund raising, project cycle management and mobilization. This activity is not funded from the DCA’s program. It helped the BSIAW improve its status and capacity. They have hired premises for the BSIAW’s various activities and is currently equipped with the necessary furniture and equipment that may accommodate their activities on various professional, organizational and community objectives. As a result, they managed to obtain some support from other NGOs for favor of developing their cooperative. Together with the local council, they follow up on several issues for their village with the concerned governmental agencies: the Governor and related ministries.

2- Beside the organizational capacity building activities implemented, several other trainings were conducted and targeted the improvement of the beneficiaries’ skills toward utilizing the community various resources and health.
   i. The Inheritance Right trainings (conducted by WCLAC & YMCA) targeted a big number of women, men, educationalist, religious leaders and police. These trainings aimed at dedicating social justice and legal rights of the resources of women,
   ii. The Bardala farmers were trained on the best skills for animal raising, medical care, fodder plantation, nutrition and other related issues.
   iii. Even though the DCA’s program didn’t imply health activities, but some of the participants mentioned that they gained knowledge on child nutrition; a thing that helped them provide their children with the appropriate food and avoid harmful items; a thing that improved the children’s health, and decreased the numbers of the malnourished and anemic under-five children.
   iv. The targeted farmers in East Bethlehem gained good knowledge on water management. As they face water shortage and scarcity in the dry season, they learned to collect the rain water in the cistern, and to recycle their domestic waste water for the purpose of irrigation. This secured the potable water and cost.
   v. The targeted farmers in East Bethlehem gained good knowledge on the use of the new technology solutions for improving their productivity and resources.
   vi. The targeted women in East Bethlehem and Hebron gained good knowledge and life skills on food processing, animal raising, MCHN, project cycle management, and sewing.
   vii. The school students in the targeted areas in East Bethlehem were trained on life skills and personal health and cleanliness.

V- Relationship with Decision Makers & Authorities

1- Many women have become active members in the local councils and CBOs;
2- Some women have become well-known members in the popular resistance committees against land confiscation & Separate Wall. This status exceeds the female “practical needs” and caters for the “strategic interest” of women,
3- Many women have become active member in the operating networks that work to influence the national government for legal reform regarding women and inheritance right,
4- Many women and men have occupied positions in grassroots and have access to national leaders and INGOs,
5- Those women and men have become community leaders, recognized by their people and being dealt with accordingly,
6- In Bardala & Tubas, the BSIAW & TWC have become, with the local councils, partners in the leadership of the village and city alternately. In addition, they have become credible CBOs to the governmental agencies operating in the governorate.
VI- Actions to Improve or Sustain their Livelihoods and Protect their Rights

1- For Bardala, the researched sample recommended the following improvements:
   i. Provide yogurt processing unit that can enable them produce cheese and butter,
   ii. Support the establishment of a veterinary clinic and laboratory,
   iii. Provide new improved breeds of rams and sheep mothers,
   iv. Rehabilitate the existing barns,
   v. Support the fodder cultivation in Qa’oon plain area through building a water pipeline & provide water pump.
   vi. Provide the beneficiaries with more quantities of fodder,
   vii. Resume the BSIAW capacity building process.

2- For Tubas Women Charity, YMCA & WCLAC, the researched sample recommended the following improvements:
   i. Support the income generation activities targeting the poor women & households,
   ii. Launch awareness sessions targeting men on the woman & family issues,
   iii. Design new interventions targeting other women who refrain from the participation in the TWC’s activities,
   iv. Design and initiate awareness sessions on other important issue; i.e. marriage among relatives and early marriage,
   v. Support additional capacity building and vocational training activities for women,
   vi. The enactment of laws incriminating inheritance deniers,
   vii. Target the Palestinian High Judicial Council for increased support to women issues.
   viii. Continue the efforts toward the establishment of the Inheritance Department at Ministry of Justice.
   ix. The awareness sessions on woman issues need to be intensified and increased for deeper impact,
   x. Mainstream the women’s issues, violence and rights into the university education,

3- For East Bethlehem & Hebron IGA’s beneficiaries, the researched sample recommended the following improvements:
   i. Increase the number of water cisterns with bigger size and capacity per cistern,
   ii. Implement agricultural water pools,
   iii. Support additional capacity building and vocational training activities for women i.e. handicrafts.
   iv. Beside the livestock, support the other agricultural initiatives,
   v. Target other social marginalized groups i.e. unskilled labor and university graduates with training & income generation activities,
   vi. Target children with appropriate extracurricular and capacity building activities,
   vii. Provide the farmers with mobile caravans,
   viii. Continue the support to the YMCA, who, in turn, support the poor communities,
   ix. Increase the protection activities for the Palestinian farmers against Israeli aggression.
Analysis & Discussion

I. The Significance of the Changes: Relevance & Importance to Beneficiaries

In order to measure the relevance of the implemented interventions to the beneficiaries’ needs and interests, the following three questions/ issues were raised for in depth discussion during the FGDs:

1- Why did the beneficiaries join the interventions?
   i. The beneficiaries of the income generation activities indicated that they joined these interventions because they addressed their priorities of needs and catered for their essential interests. They were suffering of the shortage, ignorance, wrong practice, and lack of knowledge and experience of the best ways to raise, feed, and medically treat their livestock (Bardala); a thing that caused them serious loss, waste of resources and poverty. The case is similar with East Bethlehem & Hebron targeted beneficiaries. They suffered of severe shortage of water, hygiene system, electricity, with total absence of modern production techniques that may decrease their daily suffering. The DCA-funded interventions directly tackled those major needs and converted the challenges into opportunities as clarified above. This is a main reason for the dedication of the project ownership among the beneficiaries and a strong driver to sustainability.
   ii. The advocacy and awareness interventions implemented for favor of defending the Women’s Inheritance Right tackled an essential issue related to a huge number of women who are deprived from their legal, religious, and humanitarian right, and consequently left in poverty and miserable condition, incapable of fulfilling their needs and interest of appropriate life with dignity, hope and fullness. A success story was narrated on a woman in Jenin area who was left poor with her kids as her brothers deprived her from her inheritance portion. Recently, she pursued that right and, at last, managed to get several thousands of square meters estimated at a quarter of million dollars price; a thing that transformed her life at 180 degree. This is an example of the strong connection between the activities and beneficiaries’ needs and interest.

2- To what extent the beneficiaries find the interventions relevant to their needs and interest?
   i. The income generation activities in Bardala & East Bethlehem find it relevant to a great extent for their needs and interest,
   ii. The awareness on Inheritance Right & training activities are being viewed relevant to a great extent for the women’s needs and interest; while the researched women in East Bethlehem viewed it relevant to a medium extent.

3- What modification/ changes would the beneficiaries make if the decision is theirs at the beginning of the interventions?
   i. The beneficiaries of the income generation activities in Bardala & East Bethlehem/ Hebron wouldn’t modify or change any of the implemented activities, but would suggest additional components as indicated in the previous recommendations.
   ii. The same issue regarding the awareness on Inheritance Right & training activities. The researched samples wouldn’t modify or change any of the implemented activities, but would suggest additional components as indicated in the previous recommendations. While the researched women in East Bethlehem would add income generation activities in parallel to the theoretical trainings.

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More specific details on these issues can be found in the attached Ranking file embedded as object, page 11.
II. Other External Factors Contributing to Changes

1- TWC is involved with other support NGOs for implementing parallel intervention; a thing that helps maximize impact and benefits to the organization and its beneficiaries.

2- While supporting the Bardala farmers by the DCA fund, ARIJ supported the local cooperative toward improved capacity building through using another fund resource.

3- Regarding the Inheritance Right, there has been significant progress in Palestine initiated by the Palestinian Authority starting mid-1990s, with the mobilization of various stakeholders of the women institutions and other civil society organizations. The Palestinian legislator allocated a representative quota for women in the Parliament and other local government units.

III. Required Changes, Sustainability and Policy Processes

The beneficiaries have demonstrated high level of ownership of the interventions and enthusiasm for sustainability. This is a good indicator for the future. But still, the interventions are still ongoing and further inputs are planned for delivery during the next period. The completion of these interventions would contribute to the integration of the interventions. Some of the recommendations reported above are expected to be done soon, while some other components are not part of the plan.

Bardala cooperative has strong status and preparedness. They can sustain their intervention up to 75% as an overall rate; but still need further support; i.e. fodder during the dry season, some tools for further product quality assurance. The major issue that they need is to help them cultivate fodder in Qa’oōn plain area. Such support may lead to a high level transformation for their livelihood.

Tubas Charity is, relatively speaking, a powerful local organization and I think they can depend on themselves for sustainability up to 90%. They already have premises, staff, leadership, assets, members, relations, alliances/networks, systems and bylaws, and consequently capable of taking their way forward.

East Bethlehem woman CBO (in Rashaydeh) is still in need of significant support.

The East Bethlehem & Hebron farmers also are still in need of additional support as indicated above. But they have made a great step forward and passed through an interesting capacity building exercise that has developed their skills and competences and can enable them sustain their gains (up to 90%) for the time to come. But still in need of further support in order to secure their need of water; which represents a major problem facing them as the recent interventions covered their partial need and there is still a need for more cisterns and some items. This is applicable to the beneficiaries, NOT the communities as there are many people weren’t included yet in the interventions.

Regarding the support of woman’s right, a significant progress has been made, but there is still a high need for further support to this issue; as it is much harder to make such social change in a short period of time. The attached Ranking file embedded as object gives more details on the issues of relevance, impact, and sustainability.

IV. The Development-vs-Occupation Argument

One the issues tackled under this evaluation is the relation between the community development and the Israeli occupation. I tried to have such discussion with the researched people. It is tough to build something, while you think of the possibility that someone may come and destroy it once ready.

The FGDs’ participants stressed the importance of the development projects under occupation. The people of Bardala mentioned that in 1982 they had more than 22,000 sheep, which decreased up to 5,000 in 2010. The...
decrease was caused by the contraction of the pasture area, land confiscation, lack of water, and high cost of fodder. Despite this tough condition, they remained resilient and steadfast in their land. As the current intervention is initiated, their situation started to improve and they have gained a lot and were given more strength and capacity to resist hardships. The same thing is applicable to the East Bethlehem & Hebron beneficiaries who were deprived from water; but despite this they continued their struggle towards life with dignity. They mentioned that “to continue on our land is development, to conserve out fields is development, to resist the Israeli attempts of displacement is a real development”.

If the Israelis come and destroy their material gains, it wouldn’t be the end; but a new beginning to further reconstruction as the experience, know-how, techniques and most importantly the determination are in their minds NOW.
Annex III

DCA Country Program Evaluation 9-22 March

Program

(version 18 March)

West Bank

<table>
<thead>
<tr>
<th>Date</th>
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<th>Local consultant</th>
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16.00 Meeting in DCA office . Discussion of program |                  |
| Tuesday 10 March | **9.00 – 12.00 Morning hours: Meeting with DCA staff West Bank**  
- Group work and discussion of ‘Program Theory of Change’ – Articulation of how and why DCA staff anticipated that interventions supported under the framework of the program would contribute to the program’s goals and program outcomes.  
- Program setup, division of work and administration  
- Program monitoring procedures  
- Program partner platform |                  |
|            | **13.00 – 16.30 Afternoon hours: Group Meeting with West Bank/EJ Partners: Grassroot Jerusalem, ARIJ, BADIL, WACLAC, YMCA, JAI, EAPPI, AVH** |                  |
|            | DCA Representation: Shahnaz, George, Martin (to welcome), (Ane) |                  |
|            | Presentation of evaluation purpose and focus |                  |
|            | Outcome mapping exercise: self-assessment and ‘mapping’ how partners’ activities have contributed to changes in behaviour, relationships, actions and activities in the people, groups, and organizations that DCAs partners have worked with under the framework of the program, and how this have contributed to key program indicators, including |                  |
|            | - Collective actions at community level  
- Individual and community empowerment and claiming of rights  
- Community Resilience  
- Responsiveness of decision makers and authorities  
- Capacity building of partners |                  |
<table>
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<tr>
<th>Date</th>
<th>Meetings with advocacy actors</th>
<th>Meetings with 3rd State actors and advocacy targets, including</th>
<th>Afternoon: Meetings with communities</th>
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<tr>
<td>Wednesday 11 March</td>
<td><strong>Meetings with advocacy actors</strong> including&lt;br&gt;8.30–10.30 Grassroots Jerusalem – GJ Office&lt;br&gt;10.30–12.30 B’selem – B’selem office&lt;br&gt;13.30–14.30 Willow, AIDA/DCA office (confirmed)&lt;br&gt;15.00–16.30 Breaking the Silence (DCA office) (confirmed)&lt;br&gt;17.00–18.00 Skype with Aprodev team Brussels (Agnes/Esther)</td>
<td><strong>Meetings with 3rd State actors and advocacy targets</strong>, including&lt;br&gt;- 9.30–11.00 Danish representative office in Ramallah, Esther Lønstrup (confirmed)</td>
<td><strong>Afternoon Meetings with communities</strong>&lt;br&gt;Focus group discussions with Area C Communities (Arij, YMCA)&lt;br&gt;(From DCA) George Majaj to support Malene in translating&lt;br&gt;Confirmed in Bethlehem YMCA office—Beneficiaries from YMCA ECHO and ARIJ solar project will join 8–10 beneficiaries (M and F) from 12:30 14:30</td>
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<td>Thursday 12 March</td>
<td><strong>Meetings with 3rd State actors and advocacy targets</strong>, including&lt;br&gt;- 9.30–11.00 Danish representative office in Ramallah, Esther Lønstrup (confirmed)</td>
<td><strong>Afternoon Meetings with communities</strong>&lt;br&gt;Focus group discussions with Area C Communities (Arij, YMCA)&lt;br&gt;(From DCA) George Majaj to support Malene in translating&lt;br&gt;Confirmed in Bethlehem YMCA office—Beneficiaries from YMCA ECHO and ARIJ solar project will join 8–10 beneficiaries (M and F) from 12:30 14:30</td>
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<td>Friday 13 March</td>
<td><strong>Meetings with Palestinian authorities</strong>&lt;br&gt;Meeting with external informant (university lecturer): Policy space available to Palestinian authorities—and how they use it&lt;br&gt;Meetings with Palestinian authorities (responsiveness and policy space available to respond to needs of area C communities, Ministry of Agriculture)&lt;br&gt;Meetings with Palestinian authorities: (responsiveness and policy space available to respond to rights of women, Ministry of Women Affairs)</td>
<td><strong>2 Focus group discussions with women</strong>&lt;br&gt;- Women targeted for awareness raising (WCLAC) (12-2) @ WCLAC-Ramallah&lt;br&gt;Contact person: Amal Abu S sour-0598-198-488&lt;br&gt;- Households targeted under the Inheritance Denied Program (9-11) @YMCA- Ramallah&lt;br&gt;Contact person: Mai Jarra- 0599-473-877 and Nisreen Qawwas- 0592-775-612</td>
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<td>Saturday 14 March</td>
<td><strong>Meetings with Palestinian authorities</strong>&lt;br&gt;Meeting with external informant (university lecturer): Policy space available to Palestinian authorities—and how they use it&lt;br&gt;Meetings with Palestinian authorities (responsiveness and policy space available to respond to needs of area C communities, Ministry of Agriculture)&lt;br&gt;Meetings with Palestinian authorities: (responsiveness and policy space available to respond to rights of women, Ministry of Women Affairs)</td>
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<td>Sunday 15 March</td>
<td><strong>2 Focus group discussions with women and men – both in Gaza and WB</strong>&lt;br&gt;- Households targeted under the Inheritance Denied Program (Focal point Reem Al-Ny rab 0599486452) WAC venue</td>
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- 12:00-2:00 Women targeted for awareness raising (AMAL project) Sheren Rabe (0598703058) confirmed in WAC venue.
- Focus group with WCLAC in the WB (Tubas Charitable Society - Capacity building project from 9:00-11:00). Contact person: Ikram - 0592-907-048 and 0599-044-700
- Confirmed In Bardalah - 12:00 – 14:00. Anas is responsible for Arrangements, GDFM to send the consultants contact information to Anas.

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<tr>
<th>Date</th>
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<th>Local Consultant</th>
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<td>Monday 16 March</td>
<td>9.00 – 12.00 Morning hours: Meeting with DCA staff Gaza</td>
<td>DCA Office</td>
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<td>- Group work and discussion of ‘Program Theory of Change’ – Articulation of how and why DCA staff anticipated that interventions supported under the framework of the program would contribute to the program’s goals and program outcomes.</td>
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<td>- Program monitoring procedures</td>
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<td>Afternoon hours: Skype meetings Gaza Partners: PCHR, WAC, MA’AN, YEC, JRS</td>
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<td>Presentation of evaluation purpose and focus</td>
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<td>Outcome mapping exercise: self-assessment and ‘mapping’ how partners’ activities have contributed to changes in behaviour, relationships, actions and activities in the people, groups, and organizations that DCAs partners have worked with under the framework of the program, and how this have contributed to key program indicators, including</td>
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<tr>
<td>Date</td>
<td>Events</td>
<td>Venue/Contact Person</td>
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<tr>
<td>Tuesday 17 March</td>
<td><strong>Focus Group Discussions with</strong></td>
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<tr>
<td></td>
<td>- Women benefitting from livelihood support and interventions in Gaza</td>
<td>Ma'an Venue Contact Person Ihab Abu Hessen</td>
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<tr>
<td></td>
<td>10:30-12:30 Ma'an Venue</td>
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<td></td>
<td>- Women benefitting from legal consultations (WAC and PCHR)</td>
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<td></td>
<td>1:00-3:00 contact person Reem Al-Nyrab and Sabren from PCHR</td>
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<td></td>
<td>(0599486452) WAC Venue</td>
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<tr>
<td>Wednesday 18 March</td>
<td><strong>Focus Group Discussions with</strong></td>
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<td></td>
<td>- Families benefitting from Psychosocial support to cope with Trauma</td>
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<td></td>
<td>11:30-1:30 YEC Bet Hanon Center Contact Person Nimma Ashor</td>
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<td>(0597811551) YEC Bet Hanon Center</td>
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<tr>
<td></td>
<td>- Families and households benefitting from food security/malnutrition prevention interventions 9:00-11:00 AEI Gaza clinic contact person Dr. Younis Abu Al-noor (0599895183)</td>
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<tr>
<td>Thursday 19 March</td>
<td>Tentative - Meeting Save the Children in Ramallah</td>
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<td></td>
<td>9:00 – 10.00 Meeting Save the Children in Ramallah</td>
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<td></td>
<td>11.00 – 12.00 meeting at FAO office in Jerusalem</td>
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<td></td>
<td>13.00 - 15.00 Meeting with Grassroot CBOs in East Jerusalem</td>
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<td></td>
<td>15.30 – 16.45 Internal Debriefing meeting DCA – findings and recommendations</td>
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<tr>
<td>Friday 20 March</td>
<td>11.30 – 12.30 Skype Carol PTA, Active Citizenship</td>
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<tr>
<td>14.00 – 15.00 Skype Annette Ringgaard, PTA Humanitarian response</td>
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<tr>
<td><strong>Saturday 21st March</strong></td>
<td>9.00 – 12.00 <strong>West Bank/EJ Future scenario Workshop</strong> DCA partners and invited external resource persons 12.00 – 13.00 Lunch 13.00-16.00 <strong>Program evaluation debriefing workshop</strong> in West Bank.</td>
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<tr>
<td><strong>Sunday 22 March</strong></td>
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<tr>
<td><strong>Monday 23 March</strong></td>
<td>9.30 – 12.30 <strong>Israel Future scenario Workshop</strong> DCA partners and invited external resource persons</td>
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</table>
Proposed focus of NCAs/DCAs joint country program in Palestine

The proposed focus below includes the consultant’s recommendation for DCAs and NCAs future joint country program. It considers:

- The need to accommodate both DCAs and NCAs profiles and added values.
- The fact that resilience is a priority to DCA and an issue increasingly being discussed in the donor community in the Palestinian areas.
- The need to focus.
- The benefitting on what both DCA and NCA ‘do good’ rather than the need to revolutionize the program portfolio.

While the proposed component’s includes NCAs work with peace, economic development and livelihood, as well as DCAs focus on livelihood and active citizenship, the only issue that is not considered in the proposal is gender. This component should be mainstreamed into the proposed program’s focus on access to livelihood assets, bearing in mind that women’s access to such assets is generally much weaker than that of men.
**Resilience:** is defined as the ability of a system, locality, community or household to resist, absorb, accommodate and recover from the effect of hazards and shocks in a timely and efficient manner through the preservation and restoration of its essential basic structures and functions (Adapted UNISDR definition for Palestine)

**IHL violations:** In a Palestinian setting, violations of International Humanitarian Law typically relates to death or injury of civilians, destruction or unlawful taking of property, including demolition of infrastructures and housing in areas C, Gaza and Jerusalem, confiscation of land and water.

**Program Target beneficiaries:** Communities in areas C, Jerusalem and Gaza, particularly vulnerable to suffer from negative consequences of IHL violations

**Geographical areas of interventions:** Gaza, West Bank – area C and East Jerusalem

**Programme rationale.**
The rationale of the program is that resilience to violations of International Humanitarian Law can be strengthened through the realization of 4 change dimensions:

- If community structures (NGO and CBOs support the rights of vulnerable communities and contribute to enforce their rights under international humanitarian law, e.g. through legal aid, monitoring and accompaniment
- If communities themselves are organized and work strategically to claim their rights and defend their property and livelihood
- If means of livelihood is accessible to communities and
- If 3rd state actors work to enforce their own obligations under IHL in their relationship with state perpetrators,

Then will resilience of communities to such violations increase.

This is so,

a) Because past program interventions have shown, that the presence of community structures (NGO/CBO support) e.g. by means of accompaniment and video monitoring has a restraining impact on actors (soldiers and settlers) violating international humanitarian law and contributes to to make vulnerable communities feel that they are supported. That in itself contributes to their coping and resilience.

b) Because projects among communities in various parts of area C has shown that capacity building of communities to work on their own and be proactive give them a sense of agency that enables them to adjust, mitigate and resist attempts of violating their rights under international humanitarian law and protect their livelihood means and assets.

c) Because livelihood opportunities and asset is a precondition for sustainable livelihood and remaining in an areas that would otherwise be confiscated by the Israeli Defence Forces.

d) Because if 3rd parties enforce their own obligations under IHL, then it implies that they will hold the perpetrator accountable to its actions. This is likely to have a preventive/restraining impact on violations.
Annex V

Program LFA and Status by the time of evaluation

<table>
<thead>
<tr>
<th>Development Objective</th>
<th>Impact Indicators</th>
<th>Immediate Objective 1</th>
<th>Outcome Indicators</th>
<th>End of Programme Status</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Development Objective</strong></td>
<td><strong>Impact Indicators</strong></td>
<td><strong>Immediate Objective 1</strong></td>
<td><strong>Outcome Indicators</strong></td>
<td><strong>End of Programme Status</strong></td>
</tr>
<tr>
<td>To ensure that the rights of Palestinian to sustainable livelihoods and self-determination are respected, protected and fulfilled</td>
<td></td>
<td>Third states (Denmark and EU) are challenged to adhere to international humanitarian and human rights law with the long term aim of ending occupation and achieving a just and lasting solution to Israeli-Palestinian conflict</td>
<td><strong>Accountability</strong></td>
<td>An EU guideline on foreign investments into settlements have been formulated and approved by the EU commission during the program period. EU officials have been trained in the guidelines by DCA staff. The guideline’s application is yet to be followed. Private actors, including pension schemes and representatives of retailers have been exposed to the issues of production of goods on the West Bank being labelled ‘made in Israel and the humanitarian consequences of Israel’s settlement policy</td>
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<td></td>
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<td></td>
<td>1.1</td>
<td>The EU, Denmark and private actors have taken specific steps to end financial support to Israeli settlements.</td>
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<td></td>
<td>1.2</td>
<td>The European Union has taken specific steps to facilitate development in Palestine and increase pressure on Israel to end</td>
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<td></td>
<td>EU countries, including Denmark, France and Belgium have claimed compensation for destruction or confiscation of aid infrastructure financed in donor funds in areas C on the West Bank. This includes the confiscation of pit latrines raised by DCA in Bedouin communities.</td>
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</tbody>
</table>
demolitions and revise its planning regime in accordance with international humanitarian law

EU countries have protested plans to evict communities in Jerusalem. The possibilities of forming a ‘coalition of the willing’ among EU member countries is under consideration, so that joint demarches can be made in case any EU country experiences that donor investments are confiscated or destroyed.

<table>
<thead>
<tr>
<th>Immediate Objective 2</th>
<th>Outcome Indicators</th>
<th>End of Programme Status</th>
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</thead>
<tbody>
<tr>
<td>Palestinian men and women’s right to accountability</td>
<td>2.1 Evidence of changes in Israeli occupation practices and/or of increased support among Israeli</td>
<td>The indicator turned out to be over-ambitions. Keeping or reintroducing the concept of ‘occupation’ into mainstream Israeli public discourse and gaining support to the perception that occupation is in fact a key cause of the deteriorating relationship between Palestinians and Israelis, remains the key challenge and a precondition for</td>
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</table>

1.3 Danish media have increased their reporting through newspaper articles etc. on the humanitarian and livelihood protection crisis in Palestine

No data available

1.4 Danish churches show increased knowledge and engage in DCA advocacy and partner activities

No data available
participate in social and political decision-making processes is promoted, enhanced and protected.

<table>
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<tr>
<th>public for partner advocacy messages for ending the occupation</th>
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<tbody>
<tr>
<td><strong>2.2</strong> Partner contributions to improvements in laws, practices and to an increased support base on issues related to personal status law and women’s political participation</td>
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<tr>
<td>an increase public support to end the occupation, according to DCAs partners B’Tselem and Breaking the Silence. Many Israelis would think that the occupation was determined with the Oslo peace process (although it was never completed) and that areas C on the West Bank belongs to Israel according to the peace agreements signed during the Oslo process. DCAs partners therefore attempt to re-introduce the concept of occupation through publications and active participation in public and social media.</td>
</tr>
<tr>
<td>Improving policy frameworks and laws in the Palestinian areas is unfeasible as long as the Palestinian Legislative Council remains inactive. The program has therefore not contributed to improvement in policy frameworks. Yet. The inheritance denied project has manage to bring national attention to the issues of women’s right to inheritance. More women – and men – are now claiming the rights of women to inherit according to the sharia law and more CBOs work to promote women’s rights to inheritance. This is being supported by religious leaders as well as local authorities. Discussions are ongoing about the establishment of a department under the Palestinian Ministry of Justice to help provide legal support to women whose rights to inheritance is being violated. Due to the success of the project in bringing national attention to the issue, the EU supports the project in it call for a department of inheritance under the Ministry of Justice.</td>
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<tr>
<td>The program has contributed to strengthen cooperation between law enforcers (social workers, police, courts) in cases of domestic violence. More women subject to domestic violence are referred by authorities to support provided by DCAs partners.</td>
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<table>
<thead>
<tr>
<th><strong>Empowerment</strong></th>
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<tr>
<td><strong>2.3</strong> Evidence of stronger joint platforms, CBOS and collective actions demanding equal rights and holding decision-makers to account</td>
</tr>
<tr>
<td>A total of 75 CBOs in and around Jerusalem are now familiar of each others existence and resources and some are networking and cooperating on joint issues. All CBOs have been exposed to the challenge of formulating a vision for their work and community and some have developed plans towards that vision. Next step would be to support them in realizing these plans.</td>
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</tbody>
</table>
Palestinian women within communities targeted by partner interventions show increased awareness of their rights, have taken actions to access their entitlements and are more active in various decision-making fora. BADIL

More women – and men – claim their right to inheritance and – in the case of men - the right of their sisters and mothers to inherit. In Gaza, this is stimulated not only by the program but by the Gaza war. Families who have been made homeless are seeking means to re-establish their household and inheritance is one means to do so. More women are also seeking legal support if their claim is rejected by male family members, and more men than before agree to share inheritance with female family members as they know that legal support is accessible to women if they deny their right to inherit.

Protection

Increased access by women and w/human rights defenders/organisations to legal assistance/courts

More women are seeking legal counselling on issues of inheritance due to the national inheritance campaign implemented by WCLAC, PWWSD, YMCA and PWWSD. In addition, fishermen and farmers in the buffer zones in Gaza has received legal assistance in cases where they have been arrested by the Israeli army or where their fishing nets or boats have been destroyed.

<table>
<thead>
<tr>
<th>Immediate Objective 3</th>
<th>Outcome Indicators</th>
<th>End of program status</th>
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</table>
Palestinian population’s resistance and resilience is strengthened through greater access to and utilisation of basic livelihood resources and humanitarian assistance necessary for sustaining communities on their land and preventing forced population transfer.

<table>
<thead>
<tr>
<th>Accountability</th>
<th>Empowerment</th>
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<tbody>
<tr>
<td><strong>3.1</strong> Restrictions in access to livelihood rights and incidences of forced displacement in violation of international law is documented and made available to international duty-bearers by DCA partners.</td>
<td><strong>3.3</strong> Men and women in targeted communities show evidence of increased awareness on their livelihood rights and report their increased collective actions,</td>
</tr>
<tr>
<td><strong>3.2</strong> Palestinian duty-bearers are identified and respond within their possibilities to partner/community demands for improving access to livelihoods, particularly in Area C and Gaza.</td>
<td><strong>N.A.</strong></td>
</tr>
</tbody>
</table>

Restrictions and violations have been documented and made available to foreign missions, policy representatives from EU and European member countries and national ministries in accordance with place. The effect of this documentation – in particular written documents remains unclear however. Interviews with targets of reports indicate that:

- They are very selective in their reading of reports
- Video documentation is often more effective than written documentation (and it may contribute to reduce violations when perpetrators are aware that they are recorded)
- The space for decision makers to act depends on political signals from parliamentarians and – in the case of foreign missions in Palestine – directions from their headquarters

The program has developed a close working relationship with the Ministry of Agriculture on the provision of agricultural extension services to Bedouin communities south of Bethlehem. As the ministry is formally not permitted to operate in areas C, the program provides a framework for the ministry to act regardless the legal restrictions.
<table>
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<tr>
<th>Networking and/or influence on plans and use of resources</th>
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<tr>
<td>Protection</td>
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<tr>
<td>3.4 Men and women within targeted communities report increased access to and sustainable use of basic livelihood resources (land/grazing areas, water, livestock, nutritious food, income) and strengthened capacity to recover from shocks</td>
</tr>
<tr>
<td>3.5 During acute humanitarian crises, disaster affected men and women have access to relevant, timely and appropriate information and assistance via DCA partners and “sleeping partners” in accordance with</td>
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<tr>
<td>Communities targeted in areas C on the West Bank and Gaza jointly report that the program has contributed to strengthen their livelihood, since access to electricity (solar panels), water (cisterns) and grazing areas, agricultural extension services and storage and production facilities have increase cost effectiveness of their livelihood production. This strengthens their ability to cope with ‘shocks’. However, the high prevalence of donor dependency and expectation among some of the projects’ beneficiaries that they rely on donor support to improve their lives – and that they cannot save, plan and work proactively without external support is a serious barrier to the program’s ambition to strengthen capacity of beneficiaries to recover from shocks.</td>
</tr>
<tr>
<td>N.A</td>
</tr>
<tr>
<td>international humanitarian quality standards</td>
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<td>---------------------------------------------</td>
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<tr>
<td>75% of children treated for malnourishment have recovered due to counselling of mothers in child care, best feeding practices, the importance of breast feeding and by means of nutritional supplements, and vitamins</td>
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</table>