



DEC Gaza Program

Gaza Relief Response and Early Recovery 2014 (Phase 1 and 2)

End of Project Evaluation Report – Final

January 2016

This document was prepared by Al Athar Global Consulting, Inc. at the request of World Vision Jerusalem –West Bank Gaza. Except as acknowledged by the references in this document to other authors and publications, the briefing report consists of our own work as per the ToR of World Vision.

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2014 (Phase 1 and 2)**

END OF PROJECT EVALUATION

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Al Athar Global Consulting, Inc. is a Palestinian private sector management consulting firm incorporated under registration number 563151695 and based in the Gaza Strip. The firm was established by a group of expert professionals with diversified experience in civil society, private and public sectors development.

CONTENTS

ACKNOWLEDGEMENTS	i
ACRONYMS	i
EXECUTIVE SUMMARY	1
1.1 INTRODUCTION	1
1.2 BACKGROUND	1
1.3 EVALUATION OBJECTIVES AND METHODOLOGY	2
1.4 THE STRUCTURE OF THE REPORT	3
1.5 SUMMARY OF MAIN CONCLUSIONS	3
1.6 SUMMARY OF MAIN LESSONS LEARNED AND RECOMMENDATIONS	5
CHAPTER 1: OVERVIEW OF THE OPERATING ENVIRONMENT	6
CHAPTER 2: EVALUATION METHODOLOGY	8
CHAPTER 3: EVALUATION FINDINGS	12
4.1 RELEVANCE AND APPROPRIATENESS	12
CONTEXT ANALYSIS AND NEEDS ASSESSMENT	12
CONSISTENCY WITH OVERALL OBJECTIVES	12
ACTIVITY RATIONALE AND RELEVANCE	13
4.2 EFFECTIVENESS	13
ACHIEVEMENT OF OBJECTIVES	13
BENEFICIARIES' TARGETING AND SELECTION	15
4.3 EFFICIENCY	15
SYSTEMS OF MANAGEMENT AND COMMUNICATION	15
UTILIZATION OF FUNDS	17
4.5 COVERAGE AND IMPACT	18
THE EXTENT OF THE IMPACT	18
THE DEPTH OF THE IMPACT	19
4.7 ACCOUNTABILITY	21
INFORMATION PROVISION TO BENEFICIARIES	21
BENEFICIARY CONSULTATION AND INVOLVEMENT	22
ESTABLISHMENT OF COMPLAINTS AND RESPONSE MECHANISMS	23
4.8 ORGANIZATIONAL CAPACITY	24
GENERATING AND USING NEW LEARNING IN ADVISING THE PROJECT IMPLEMENTATION	24
RELATIONS WITH AFFECTED POPULATION	25
COST-EFFECTIVENESS AND VALUE FOR MONEY (VFM)	25
CHAPTER 4: CONCLUSIONS AND RECOMMENDATIONS	28
4.1 CONCLUSIONS	28
4.2 LESSONS LEARNED AND RECOMMENDATIONS	31
ANNEX 01: 32TERMS OF REFERENCE	32
ANNEX 02: EVALUATION METHODOLOGY MATRIX	40
ANNEX 03: LIST OF CONSULTED INDIVIDUALS AND DOCUMENTS	43

LIST OF TABLES

Table 1: Distribution of survey sample from the project beneficiary HHs of distribution activity by Governorate/ locality and type of received assistance.

Table 2: Distribution of survey sample from the project beneficiary workers by Governorate and skill level

Table 3: Total crop production and market value

Table 4: Representation of Phase 1 and Phase 2 actual expenditure against approved budget

Table 5: Project Indicators: Planned Vs. Achieved

Table 6: Distribution of survey sample from the project beneficiary HHs of distribution activity by reported impact category.

Table 7: Distribution of survey sample from the project beneficiary HHs of distribution activity by reported response on their situation if they had not received the assistance.

Table 8: Evaluation team observations on the project cost-effectiveness and VfM in relation to DFID standard 3Es approach to assessing cost-effectiveness and VfM

LIST OF DRAWINGS AND BOXES

Drawing 1: 12-years old beneficiary boy of the CFS activity in fifth grade from Biet Lahia

Drawing 2: 12-years old beneficiary girl of the CFS activity in fifth grade from Al Shaboura, Rafah

Box 1: A family form Al Sheja'ia Neighborhood

ACKNOWLEDGEMENTS

This evaluation was conducted by Al Athar Global Consulting, Inc. a Palestinian private sector management consulting firm based in the Gaza Strip and founded by a group of expert professionals with diversified experience in civil society, private and public sectors development.

The evaluation team would like to thank the Disaster Emergency Committee (DEC) and World Vision-Jerusalem, West Bank and Gaza (WVJWG) for the opportunity to work and evaluate a project like the “Gaza Relief Response and Early Recovery 2014 (Phase 1 and 2)”. The experience was most interesting and rewarding.

The evaluation team is grateful to all those who provided information and insights as part of this evaluation including a wide range of stakeholders, partners, and community members. We would like to express our appreciation to the interviewees, surveys and Focus Group Discussion participants who gave their time to answer questions, participate in discussions, and be involved in various evaluation activities. The WVJWG team was open and constructive in their approach to this evaluation; always showing support and encouraging the involvement of their partners and various stakeholders. All the people consulted were generous with their time and shared their views and insights openly with the evaluation team. All of these interactions were invaluable to the evaluation team in forming its views and complementary data and information found in documentation.

Many thanks to the whole WVJWG team who took part in this evaluation for generously giving their time; despite their very busy schedules. They appeared to value the opportunity to reflect and convey their experiences. We do hope this is the case, and this document accurately reflects the views expressed. We are especially grateful to Mr. Mohammed El Halabi - Gaza Zonal Manager, Ms. Rania Samour – Mental Health and Psychosocial Support Officer and Mr. Imad Al Tatari - Project Coordinator for their efforts in providing needed information, relevant activity documentation, and for the facilitation of fieldwork with WVJWG partner organizations.

ACRONYMS

CBO	Community Based Organization
CFS	Child Friendly Spaces
NGO	Non-governmental organization
CfW	Cash-for-Work
DEC	Disaster Emergency Committee
FGD	Focus Group Discussion
KII	Key Informant Interview
NFI	Non-food Items
PFA	Psychosocial first aid
PSS	Psychosocial Support
ToR	Terms of Reference
PAF	Program Accountability Framework
VfM	Value for Money
WVJWG	World Vision Jerusalem-West Bank-Gaza

EXECUTIVE SUMMARY

1.1 INTRODUCTION

This report presents an external end of project evaluation of the “Gaza Relief Response and Early Recovery 2014 (Phase 1 and 2)” project (hereinafter the project). The fifteen months, Disaster Emergency Committee (DEC) funded project was implemented in two phases beginning in July 2014 and ending in October 2015. World Vision-Jerusalem/West Bank/Gaza (WVJWG) worked closely in partnership with local Non-governmental organizations (NGOs) and Community Based Organization (CBOs) to reach beneficiaries and vulnerable communities who have a need for the project services.

WVJWG commissioned the independent consulting firm, Al Athar Global Consulting, Inc., to perform this external evaluation of the project. The evaluation took place between 3 December 2015 and 30 January 2016.

1.2 BACKGROUND

On 7 July 2014, a humanitarian emergency was declared in Gaza, following the sustained assault on Gaza launched by the Israeli military. For seven weeks, Gaza was invaded and bombarded from land, sea, and air. The scale of destruction, devastation and displacement during the July 2014 assault is unprecedented in Gaza, since at least the start of the Israeli occupation in 1967.¹ The human loss was great: at least 2,145 people were killed, including 581 children and 253 women. Also, more than 11,200 people were injured including 1,970 women and 3,436 children (of whom around 29% have a permanent disability and around 44% became orphaned children in need of sustained support from the child protection and welfare sectors).²

One in four Palestinians in Gaza was forced to flee, and over 60,000 houses were partially or completely destroyed. Infrastructure and public utilities were severely damaged, including Gaza’s only power plant, its water facilities, sanitation, electricity, telecommunication networks, and transportation, impeding the provision of basic services to Gaza’s 1.71 million inhabitants. The local economy has almost completely collapsed, after the destruction of an unprecedented number of private sector assets and damage to agricultural land and fishing facilities. After seven weeks of assault, most Palestinians in Gaza can no longer meet their most basic needs: earning a livelihood is almost impossible. This devastating assault follows decades of occupation and border closures that have left the people in Gaza isolated, impoverished, and vulnerable. Gaza was already in the grip of a humanitarian and environmental crisis before the assault began. A seven-year blockade had suffocated the private sector, creating widespread dependency.³

In response to crisis in Gaza, WVJWG has been implementing a multi-sectorial project, funded by DEC, since August 2014. Gaza Relief Response aimed to meet urgent needs of war-affected children and their families in the Gaza Strip through ensuring access to food, basic hygiene materials, psychosocial care and protection, and essential medical care. The project was designed based on a quantitative needs assessment to understand the urgent needs of the affected population in Gaza in terms of food, education, basic non-food items, shelter and wash, priority community issues and overall livelihood needs.

Based on assessment findings, WVJWG initiated its emergency response project, funded by DEC, which included distribution of food parcels in August and September 2014. The project budget was later revised and the surplus was employed to promote the work of the child friendly spaces and to purchase winter kits to meet urgent needs that emerged right before the latest storm in December-January 2015. In addition, a total of 8,275 households were provided with hygiene kits.

The project also contributed to establishment of 5 child friendly spaces (CFSs), these CFSs supported a total of 2,500 children and 900 mothers through direct psychosocial interventions which included activities for both children and mothers. DEC fund also supported the psychosocial support (PSS) activities that mainly focused on providing psychosocial first aid (PFA). PFA helps affected families by introducing them to methods that assist them in dealing with shocks and crisis by teaching them to express their feelings in

¹ The National Early Recovery and Reconstruction Plan for Gaza (www.pipa.ps/userfiles/file/NatRecPlanGaza.pdf)

² Women Center for Legal Aid and Consulting (www.wclac.org/english/etemplate.php?id=1371)

³ The National Early Recovery and Reconstruction Plan for Gaza (<http://www.pipa.ps/userfiles/file/NatRecPlanGaza.pdf>)

the right way. In its second phase, the project contributed to early recovery in Gaza through improving Livelihoods of vulnerable farmers and job creation. The project worked on rehabilitation of agriculture through planting and setting irrigation networks while providing opportunities for unemployed people through short-term job creation.

1.3 EVALUATION OBJECTIVES AND METHODOLOGY

Purpose and Objectives of the Evaluation

The purpose of this evaluation is to determine the relative strengths and weaknesses of the DEC-funded project and identify key learnings for future emergency and recovery programming. Specifically, the evaluation aims to:

1. Assess the efficiency of the project and the extent to which resources (financial, human and materials) have been used efficiently for the well-being of the target community.
2. Assess the effectiveness of the project and the extent to which progress has been made towards achievement of goal, outcomes and output.
3. Assess the relevance of the project and the extent to which it has aligned with the need of beneficiaries
4. Assess the sustainability of the project results and the extent to which short-term emergency interventions are carried out in a context that takes the longer-term into account.
5. Evaluate WVJWBG organizational capacity and the extent to which M&E, Accountability and Learning capacities enabled to project to adapt and meet the needs of beneficiaries.
6. Assess the project accountability to beneficiaries and the extent the project cycle met the HAP Principles and frameworks of Accountability.

Evaluation Approach and Methodology

The evaluation methodology was composed of three phases: 1) the inception/desk review phase to review relevant documents, make necessary logistical arrangements, and develop the evaluation tools; 2) a field phase to collect qualitative and quantitative data; and 3) a synthesis phase to bring together the results of the field and desk review phases. The evaluation was carried out using a mixed method approach and using participatory methods. The quantitative method aimed to obtain generalized findings across the project beneficiaries sampled with special focus on satisfaction, while the qualitative method aimed to gain a deeper analysis of the project from beneficiaries and across the defined evaluation criteria.

Data collection (qualitative and quantitative) was carried out between the period December 14th – 22nd 2015. Overall, the evaluation activities targeted 501 individuals (144 women, 335 men, 12 girls and 10 boys) across the different project activities delivered in Phase 1 and Phase 2. Every attempt was made to design and conduct an ethical data collection process that is in line with international guidelines on ethical reporting and good practice in projects evaluations, including: (i) protection of confidentiality and obtaining consent from each person participating in the evaluation activities; (ii) design of culturally and age appropriate data collection tools; and (iii) respect for the values of the beneficiary community. The adopted evaluation methodology addressing the requirements of the evaluation Terms of Reference (ToR), presented in ANNEX 1, is discussed in CHAPTER 3 of this report.

Evaluation Team

The evaluation team comprised of a Team Leader, Mr. Rami Wihaidi, an M&E Expert, Ms. Reham Wehaidy, In addition a professional crew of 12 experienced facilitators and six surveyors supported the evaluation technical team to implement the evaluation fieldwork.

Limitations

The evaluation team encountered few limitations including:

1. Inability to conduct a Focus Group Discussions for PFA beneficiaries from Sheja'ia and was replaced with a key informant interview with a household.
2. Absence of a comparison group to compare the effect of the programme on the lives of assisted families versus those who did not benefit from the programme.
3. Lack of a systematic approach for measuring cost-effectiveness and value for money (VfM) with defined methodical way for analysis across the different phases coupled with absence of defined criteria, baseline data, benchmarks and VfM metrics.

1.4 THE STRUCTURE OF THE REPORT

The structure of the report mirrors the review questions stated in the assignment ToR and the analysis taken by the evaluation team. Organized into two main parts, the report consists of PART 1- the body of the report, and PART 2- the report annexes. **Part 1** - Contains the Executive summary along with eight other chapters. CHAPTER 1 highlights the main characteristics of the operating environment surrounding the project while CHAPTER 2, discussed the details of the evaluation methodology. CHAPTER 3 discusses the evaluation findings across the set evaluation criteria. CHAPTER 4 draws together the conclusions that emerged from the evaluation and the recommendations addressing identified findings. **Part 2** - Report Annexes consist of a number of documents that provide supporting information about the entire evaluation process.

1.5 SUMMARY OF MAIN CONCLUSIONS

Relevance and Appropriateness: The evaluation team concludes that WVJWG had a clear understanding of the local context and beneficiaries' needs and thus was able to effectively operate and deliver. The evaluation team also concludes that WVJWG had done its due diligence to understand the needs of the people and utilized various tools for the needs assessment and was able to define objectives that were appropriate and relevant to their needs and supportive of good practice in the humanitarian and recovery contexts. WVJWG's activities showed a noted focus on targeting people and families who were internally displaced and were staying in informal shelters (i.e. with host families) rather than those assisted by other organizations and were living in collective centres. This fact has further validated the soundness of the project interventions and the robust results of the conducted needs assessment. The project activities were implemented under both emergency and post emergency conditions. Each requires a different set of skills in dealing with the beneficiaries. The evaluation further concludes that the project improved access to essential goods and provided much needed psychosocial support for affected population. It has successfully met beneficiaries' needs and expectations given all the challenges faced including working under adverse conditions during the war emergency. The inclusion of agricultural land rehabilitation added a recovery component that reflects the importance of linking humanitarian assistance to recovery.

Effectiveness: The evaluation team concludes that the project objectives, outcomes and activities were supportive of achieving the overall objectives and were relevant to critical needs of Gazans and supportive of good practice for bridging the gap between ongoing humanitarian initiatives and recovery programs.

The project has achieved its objectives and outputs in an effective manner with noted quality. Beneficiaries targeting and selection was marked with: i) proper identification of selection criteria; ii) effective utilization of available resources including community structures represented by the local committees and iii) beneficiaries awareness of and satisfaction with selection criteria and process. Project implementation performance was sound. The project was implemented on time responding to the urgent needs of the beneficiaries during the emergency. WVJWG performed well with a particularly strong, highly dedicated and committed team. The evaluation further concludes that the project provided targeted beneficiaries with high quality Food and NFI products and enhanced access amongst affected children and mothers to psychosocial support services. The evaluation team also concludes that the project was one among the first to deal with the issue of land rehabilitation after the war as a means of supporting farmers and providing agricultural products to the markets.

Efficiency: The project had an adequate structure and a reasonable size team which enabled efficient management and organization of activities and meeting changing realities on the ground. Among the key contributors to the project positive performance: (i) strong commitment and focus on delivering assistance efficiently to the most needy; (ii) on-going understanding and support of the management; and (ii) ability to quickly mobilize skilled people to deliver emergency services. The project M&E practices ensured that only relevant data were collected in the least time-consuming way yet strongly focused on quality. However it lacked a systematic process for outcome measurement. Over the years and within targeted communities, WVJWG has strategically invested in actively involving, building the capacities and developing systems with a strong focus on communication and information sharing of different local structures (organizations, communities and individuals). Partner local structures were engaged from the outset of the project in an open, genuinely collaborative and empowering fashion. WVJWG succeeded in leveraging effective partnering with local structures where to a large extent they played a role with the WVJWG team as an informal multi-stakeholder steering committee for the project. Communication among

staff and with partner CBOs and members of local committees was frequent, well-structured and done regularly through a number of different forums. The project provided real communication platforms that facilitated information sharing and made different stakeholders aware of the project progress. Financial management, supporting accounting and procurement systems and financial reporting were very detailed and rigorous enough to provide efficient oversight of funds and ensure timeliness of the action. WVJWG used the entrusted resources in an efficient and responsible manner.

Coverage and Impact: Given that this evaluation comes directly after the completion of the project activities, therefore, the long term impact of the project cannot be measured at the time of the evaluation. The evaluation team concludes that the project was able to serve a total of 73,767 individuals (direct and indirect) throughout the project activities and period. In addition, the project was able to indirectly benefit about 15 PFA facilitators, supplies of food, NFI and agricultural products in addition to the local community at large benefiting indirectly from the project activities. The evaluation also concludes that that the project was able to meet the set targets in all areas of implementation. The impact of the project was evaluated according to the different beneficiaries segments. The evaluation concludes that the distribution of Food and NFIs helped families in reducing spending on these products and made money available for spending on other needed products. It is also important to note that those receiving the hygiene kits found the assistance vital in improving the health conditions of the family. The highest response among beneficiaries regarding the impact of the project for strengthening resilience and the ability to cope with the crises was among those receiving the winterisation kits. As for children and their families, the evaluation concludes that the CFS and the PFA have helped children and their caregivers in understanding what they have been through and helped them deal with their fears and become more socially positive and thus improved their social resilience.

Sustainability: In humanitarian distribution projects, sustainability of the actions is not always attainable since the distribution efforts usually respond to an urgent need and fill a gap created by the emergency. The evaluation concludes that the project helped beneficiaries of F&NFIs from reducing spending on these items which would have had a long term effect on the health of the family. Furthermore, the assistance helped the families secure these good which they would have otherwise borrowed or sold some of the family assets to purchase them. Furthermore, the evaluation team concludes that the provided psychosocial support and PFA were essential in helping the children and their families dealing with their problems and thus eliminate future effect on their lives. The Agricultural Rehabilitation activity incorporated built-in factors for sustainability including: i) improving access to quality production inputs; ii) strengthening the resilience of the beneficiary farmers; and iii) increasing food production for family consumption and the market to improve food security in the served areas. The evaluation concludes that project has a lasting and sustainable effect through the rehabilitation of land, provision of agricultural material and new planting techniques. The project was able to serve the beneficiary farmers sustain their lands, improve their agricultural knowledge and increase their profits.

Accountability: The project is in line with WVJWG Program Accountability Framework and has exhibited a number of noted good practices that were well regarded by beneficiaries as well. Information was made publically available to beneficiaries in a number of formats that were most effective both for the type of information being disseminated, beneficiaries' preference and type of delivered activity. In varying degrees and depending on the nature and the timing of the delivered activities, beneficiaries were involved and consulted at different cycles of the project and through a number of activities. The agricultural rehabilitation intervention showed the highest levels of beneficiaries' consultation and involvement while F&NFIs distribution was the lowest. The project adopted a formal and well-structured complaint and response mechanisms that were systemized by "Complaint Mechanism" document and shared and explained to partner CBOs and members of the local committees.

Organizational Capacity: WVJWG created an open and expressive learning environment that generated and used new learning to advice decision-making, improve implementation effectiveness and enhance the effect of delivered activities on peoples' lives. This environment was a key enabler for maintaining relevance through being inclusive to inputs from stakeholders, beneficiaries and other emergency actors. Project cycle was guided by: (i) generated learning lessons from past performance in emergencies; (ii) acknowledgment of recommendations and areas for improvement shared in different projects evaluations; (iii) better understanding of humanitarian standards and operations which advanced relevance and effectiveness of emergency response; and (iv) joint learning and experience-sharing among DEC partners that stimulated

good synergy in performance, targeting and coverage. The project created and maintained an environment that paid attention to and fostered relations with targeted beneficiaries and communities. Through using different user appropriate tools, the project keep beneficiaries and communities well informed about both WVJWG and the project which further promoted accountability and communication. Local implementing partner CBOs and more importantly members of local committees played a central role in disseminating WVJWG mandate and the project activities, intended outcomes and beneficiaries' entitlements and rights.

1.6 SUMMARY OF MAIN LESSONS LEARNED AND RECOMMENDATIONS

Outcome monitoring and measurement: WVJWG to further invest in developing its monitoring/reporting systems to focus on systematic outcome monitoring aimed at an improved outcomes measurement practice at the level of beneficiary communities and rationalize reporting. This will entail: (i) diversify indicators mix to include qualitative measurement in addition to quantitative while maintaining an efficient balance for managing collected and produced data, engaged resources and cost; (ii) defining outcome indicators for measuring results and produced change at the level of beneficiary communities; and (iii) systemize a process for accurate baseline measurement.

Empowering partner local community structures: WVJWG is encouraged to continue and expand its strategic investment in developing capacities of local partners and adopted partnership models. This will entail: (i) having a standalone yet cross-cutting component that provides on-going capacity development using approaches such as coaching, on-the-job training and mentoring; and (ii) developing working modality that formalize the role played by partner local community structures as members of projects steering/ advisory committee.

Cost-Effectiveness and Value for Money (VfM): With interested donors, WVJWG is encouraged to engage with current thinking for developing systematic ways of assessing and measuring cost-effectiveness and VfM including collective efforts for: (i) defining methodical methods suitable for interventions delivered in emergency, recovery &/or development scenarios; (ii) benchmarking internally and with others to ensure that costs are well considered based on the quality of the products and the impact on local market; (iii) enhancing internal monitoring systems and practices to focus on outcome measurement; (iv) mainstreaming learning from beneficiaries and monitoring practices towards improving the quality of decision-making and coordination efforts; and (v) investing in enhancing awareness of staff on cost-effectiveness and VfM at large through focused capacity building activities.

Empowering Trainers/Facilitators: WVJWG is encouraged to provide the psychosocial team with training prior to going to the field to ensure common understanding of the problems they may face and to agree on proper intervention.

Beneficiaries sensitization and communication strategy: In emergency distribution activities, more attention on developing and monitoring the implementation of a strategy for managing perceptions and communicating projects and activities mandate, commitments, potential intervention areas and the difficult choices WVJWG face to beneficiaries.

Increase Resilience of Targeted Beneficiaries: WVJWG is encouraged to revise its selection criteria for food and NFI distribution in order to target farmers and workers in the distribution activity to increase their resilience, have longer-term successful livelihood options and less reliance on distribution activities in the future. Necessary measures should be taken into account when introducing this change in order to avoid double counting of beneficiaries.

OVERVIEW OF THE OPERATING ENVIRONMENT

The Gaza Strip is one of the most densely populated areas in the world, with more than 5,000 people per square kilometre. The population is estimated at 1.71 million, 66% of whom (1.2 million) are refugees. On 7 July 2014, a humanitarian emergency was declared in Gaza, following the sustained assault on Gaza launched by the Israeli military. For seven weeks, Gaza was invaded and bombarded from land, sea, and air. The scale of destruction, devastation and displacement during the July 2014 assault is unprecedented in Gaza, since at least the start of the Israeli occupation in 1967.⁴ The human loss was great: at least 2,145 people were killed, including 581 children and 253 women. Also, more than 11,200 people were injured including 1,970 women and 3,436 children (of whom around 29% have a permanent disability and around 44% became orphaned children in need of sustained support from the child protection and welfare sectors).⁵

One in four Palestinians in Gaza was forced to flee, and over 60,000 houses were partially or completely destroyed. Infrastructure and public utilities were severely damaged, including Gaza's only power plant, its water facilities, sanitation, electricity, telecommunication networks, and transportation, impeding the provision of basic services to Gaza's 1.71 million inhabitants. The local economy has almost completely collapsed, after the destruction of an unprecedented number of private sector assets and damage to agricultural land and fishing facilities. After seven weeks of assault, most Palestinians in Gaza can no longer meet their most basic needs: earning a livelihood is almost impossible. This devastating assault follows decades of occupation and border closures that have left the people in Gaza isolated, impoverished, and vulnerable. Gaza was already in the grip of a humanitarian and environmental crisis before the assault began. A seven-year blockade had suffocated the private sector, creating widespread dependency.⁶

Internal Displacement: At the height of the assault, an estimated 485,000 people (28% of the population of Gaza) were internally displaced, including in UNRWA schools designated as emergency shelters (293,000), government schools (49,000), in informal shelters such as empty buildings, churches or mosques, and with host families (170,000).⁷ The number of IDPs in shelters was many times more than anticipated in contingency plans that were based on previous experience of hostilities. IDPs in shelters encountered many challenges including: overcrowding, lack of dignity and privacy especially for women, lack of adequate sanitation and hygiene, insufficient access to water for drinking and for domestic use, lack of electricity and several health concerns (communicable diseases, lack of medical staff in shelters and lack of medication and health care for chronic diseases). On the other hand IDPs with host families also put a significant strain on the already depleted resources of host families and communities.

Food Security: Around two thirds of the population of Gaza was receiving food assistance prior to the July 2014 crisis, and food insecurity or vulnerability to food insecurity affected 72% of households. At least 40,000 people employed in the agriculture/fishery sector were directly affected by the assault.⁸ An assessment study conducted by the Food Security Cluster in October 2014⁹ revealed that some food shortages were witnessed during the 2014 assault however food availability has returned to pre-assault levels mainly due to the higher level of imports of food from Israel and the West Bank and the partial resumption of local production. The study further revealed that economic access to food has been affected for those households whose homes and productive assets have been destroyed and/or jobs lost as a result of the 2014 assault.

Shelter and non-food items: The housing stock in Gaza is comprised of 44,300 housing units of which around 13% was affected by the 2014 assault. Around 5% of the housing stock is uninhabitable: an estimated 18,000 housing units have been either destroyed or severely damaged, leaving more than 108,000 people homeless. This is in addition to the pre-crisis housing deficit of 71,000 housing units, due to people living in overcrowded or inadequate conditions. Although people in the shelters received basic non-food items, needs remained high, particularly among host families and the homeless.¹⁰

⁴ The National Early Recovery and Reconstruction Plan for Gaza (www.pipa.ps/userfiles/file/NatRecPlanGaza.pdf)

⁵ Women Center for Legal Aid and Consulting (www.wclac.org/english/etemplate.php?id=1371)

⁶ The National Early Recovery and Reconstruction Plan for Gaza (<http://www.pipa.ps/userfiles/file/NatRecPlanGaza.pdf>)

⁷ Office for the Coordination of Humanitarian Affairs (OCHA)

⁸ OCHA: Summary of Gaza Multi-cluster initial rapid assessment (www.ochaopt.org/documents/mira_summary_mak_8september2014_english.pdf)

⁹ Food Security Sector "Report of the Rapid Qualitative Emergency Food Security Assessment (EFSA), Gaza Strip", October 2014

¹⁰ OCHA: Summary of Gaza Multi-cluster initial rapid assessment (www.ochaopt.org/documents/mira_summary_mak_8september2014_english.pdf)

Water and Wastewater Conditions: The water and wastewater situation in Gaza was already critical before the 2014 assault, due to continued over-pumping and contamination of the coastal aquifer, and continual electricity and fuel shortages. Water and wastewater services were further hampered during the war, due to aggravations of electricity and fuel shortages and the inaccessibility of many wells, pumping stations, and other facilities within the Israeli declared buffer zone. Despite the improved access to these areas following the ceasefire, services remain affected due to the damage sustained to some facilities, including the Gaza Power Plant.¹¹ An initial estimate by the Coastal Municipalities Water Utility indicates that 12% of wells have been destroyed or damaged, particularly in Gaza City, Beit Hanoun, and Deir al Balah municipalities. Agricultural and standby wells, typically with lower water quality and no chlorination, have been used by many municipalities to supplement water supplies and replace damaged wells. CMWU further indicated that 5% of main lines, 3% of distribution lines and 12% household connections have been damaged or destroyed. Wastewater treatment plants in Beit Lahia and Gaza were not fully functioning due to damage in the plants themselves or to pressure lines. Consequently, raw sewage was discharging directly to sea or infiltrating into sand dunes. Some of the damage to the water and waste water networks were repaired after the ceasefire, however about 20-30% of households remained unable to access municipal water.¹²

Health Conditions: Gaza's health system suffers from chronic shortages in medicine, medical supplies and equipment. The energy crisis and the lack of financial support had negatively impacted the continuity and quality of services prior to the assault. About 50 (10 were severely damaged) Primary Health Care Clinics (PHCs) and 17 hospitals have been damaged¹³. Overall, the reduction in the number of operational hospitals and PHCs throughout the assault exacerbated the pressure on the still functioning facilities, especially when receiving large numbers of casualties. Consequently, patients had to be discharged prematurely or were deprived of appropriate care for their condition, with potential long-term negative consequences.

Education: All 474,000 children enrolled in government, UNRWA or private primary and secondary schools and 55,003 children enrolled in kindergartens have been affected by the July 2014 Israeli military operation on the Gaza Strip. Twenty-six schools have been completely destroyed and 122 damaged during the assault, 75 of which are UNRWA schools. As the school year started, children were faced with acute over-crowding and under-resourcing. Classes were running in double shifts as a result of the damage suffered (shortage of almost 200 schools and usage of some schools as emergency shelters for IDPs). Additionally, with hundreds of thousands of children in need of psychosocial support, teachers and educational staff (many of whom have also experienced acute trauma) were stretched to provide support required to ease children back into school and to provide ongoing support throughout the school year.

Employment: Economic hardship and poverty in the Gaza Strip have reached a level that has not been recorded since 1967 and remain among the highest in the region.¹⁴ According to the Palestinian Central Bureau of Statistics (PCBS), unemployment over the past five years has been continuously high: 40.5% during the third quarter of 2010 and reaching 42.7% in the third quarter of 2015. The years 2011 and 2012 showed an improvement in unemployment (30.3% and 32.2% respectively) mainly due to the “informal tunnel economy” and its effect on the private sector. In relation to tunnels destruction operation, the unemployment rate reached 38.5% by end of 2013 and continued to rise with the progress of this operation.

Poverty: The poverty levels in Gaza Strip have been worsening since 2006 due to the various political and socio-economic changes mentioned above. According to PCBS, the poverty rate in the Gaza Strip has been estimated at 38.3%, 38.0% and 38.8% in 2009, 2010 and 2011 respectively. Although no recent statistics have been released on the state of poverty in the Gaza Strip, the political and socio-economic changes mentioned above, especially the tunnels closure and the 2014 assault; have undoubtedly aggravated the poverty problem even further.

Natural Emergencies: Gaza experienced a number of natural disasters during over the past few years including: the December 2013 storm “Alexa” and the January 2015 storm “Huda”. The storms have exacerbated the already dire humanitarian situation in the Gaza Strip. The heavy flooding across Gaza resulted in the displacement of people to temporary shelters and relatives’ homes. The loss of assets in the agricultural sector pushed even more households over the vulnerability thresholds, adding to the humanitarian caseload.

¹¹ Food Security Sector “Report of the Rapid Qualitative Emergency Food Security Assessment (EFSA), Gaza Strip”, October 2014

¹² Office for the Coordination of Humanitarian Affairs (OCHA)

¹³ OCHA: Initial Rapid Assessment, August 2014.

¹⁴ Report on UNCTAD assistance to the Palestinian People: Developments in the economy of the opt, September 2009

EVALUATION METHODOLOGY

WVJWG commissioned the independent consulting firm, Al Athar Global Consulting, Inc., to perform this external evaluation of the project. The evaluation took place between 3 December 2015 and 30 January 2015. The purpose of the evaluation was to determine the relative strengths and weaknesses of the DEC-funded project and identify key leanings for future emergency and recovery programming. Specifically, the evaluation aimed to: (i) assess the efficiency of the project and the extent to which resources (financial, human and materials) have been used efficiently for the well-being of the target community; (ii) assess the effectiveness of the project and the extent to which progress has been made towards achievement of goal, outcomes and output; (iii) assess the relevance of the project and the extent to which it has aligned with the need of beneficiaries; (iv) assess the sustainability of the project results and the extent to which short-term emergency interventions are carried out in a context that takes the longer-term into account; (v) evaluate WVJWBG organizational capacity and the extent to which M&E, Accountability and Learning capacities enabled to project to adapt and meet the needs of beneficiaries; and (vi) assess the project accountability to beneficiaries and the extent the project cycle met the HAP Principles and frameworks of Accountability.

The evaluation methodology was composed of three phases: 1) the inception/desk review phase to review relevant documents, make necessary logistical arrangements, and develop the review tools; 2) a field phase to collect qualitative and quantitative data; and 3) a synthesis phase to bring together the results of the field and desk review phases. The evaluation was carried out using a mixed method approach and using participatory methods. The quantitative method aimed to obtain generalized findings across the project beneficiaries sampled with special focus on satisfaction, while the qualitative method aimed to gain a deeper analysis of the project from beneficiaries and across the defined evaluation criteria.

Data collection (quantitative and qualitative) was carried out between the period December 14th – 22nd 2015. Overall, the evaluation activities targeted 501 individuals (144 women, 335 men, 12 girls and 10 boys) across the different project activities delivered in Phase 1 and Phase 2.

The evaluation team made every attempt to design and conduct an ethical data collection process in line with international guidelines on ethical reporting. These included:

1. Protection of confidentiality: Permission was sought from everyone participating in the evaluation and evaluation teams collected and documented data in a confidential manner.
2. Design of culturally and age appropriate data collection tools: data collection tools were translated into Arabic, piloted (whenever possible), and adapted to ensure local and cultural understanding and appropriateness.
3. Respect for the values of the beneficiary community: as much as possible, evaluation activities were held in an easily accessible location known to the participants.

Every attempt was made to design and conduct an ethical data collection process that is in line with international guidelines on ethical reporting and good practice in projects evaluations, including: (i) protection of confidentiality and obtaining consent from each person participating in the evaluation activities; (ii) design of culturally and age appropriate data collection tools; and (iii) respect for the values of the beneficiary community.

Quantitative data collection:

Sample design, Sampling and Sample size:

To achieve the objective of the evaluation, the evaluation team employed two surveys: (i) F&NFI distribution beneficiaries' satisfaction survey and (ii) Job opportunities creation beneficiaries' survey. The quantitative data collection was carried out between the period 14th – 19th December 2015. The design of the sample for both surveys was subject to a number of considerations including:

- **F&NFI distribution beneficiaries' satisfaction survey:** Based on the project beneficiary lists, the population of this survey is 9,532 beneficiary households: 211 beneficiary of food parcels distribution, 8,321 beneficiary of hygiene kits distribution and 1,000 beneficiary of winterisation kits distribution. A stratified sampling technique was used for the sample selection where beneficiary households were grouped based on the type of received assistance. Sample selection was based on 95% confidence and $\pm 7\%$ error and took into account geographic location (Governorate and locality), gender of head of household, type

of received assistance and implementing partner. The minimum sample size of participants was determined using the following formula:

$$x = Z(c/100)^2 r(100-r)$$

$$n = \frac{N \times x}{((N-1)E^2 + x)}$$

Where;

n = required sample size

N: Population size

r: Standard Deviation (equal to 50%)

c= confidence level at 95% (standard value of 1.96)

E: Margin of Error (set to 7%)

The above calculations yielded a sample of 195 beneficiary households: 6 food parcels beneficiaries, 169 hygiene kits beneficiaries and 20 winterisation kits beneficiaries.

- **Job opportunities creation beneficiaries' survey:** Based on the project beneficiary list, population of this survey is 291 beneficiary workers: 35 skilled and 256 unskilled. A stratified sampling technique was used for the sample selection where beneficiary workers were grouped based on skill level. Sample selection was based on 95% confidence and $\pm 7\%$ error and took into account geographic location, skill level and type of performed work. The minimum sample size of participants was determined using the following formula:

$$x = Z(c/100)^2 r(100-r)$$

$$n = \frac{N \times x}{((N-1)E^2 + x)}$$

Where;

n = required sample size

N: Population size

r: Standard Deviation (equal to 50%)

c= confidence level at 95% (standard value of 1.96)

E: Margin of Error (set to 7%)

The above calculations yielded a sample of 118 beneficiary workers: 16 skilled and 102 unskilled.

Distribution of the sample (Designed versus reached)

- **F&NFIs distribution beneficiaries' satisfaction survey:**

Governorate - Locality	Survey sample (households) as designed								Survey sample (households) as reached							
	#				%				#				%			
	T	Food parcel	Hygiene kits	Winterisation kits	T	Food parcel	Hygiene kits	Winterisation kits	T	Food parcel	Hygiene kits	Winterisation kits	T	Food parcel	Hygiene kits	Winterisation kits
North – Beit Hanoun	8	2	3	3	4%	25%	38%	38%	4	1	2	1	2%	25%	50%	25%
North – Beit Lahia	80	1	74	5	41%	1%	93%	6%	53	9	35	9	28%	17%	66%	17%
North – Jabalia	107	3	92	12	55%	3%	86%	11%	135	11	107	17	70%	8%	79%	13%
Total	195	6	169	20	100%	3%	87%	10%	192	21	144	27	100%	11%	75%	14%

Table 1: Distribution of survey sample from the project beneficiary HHs of distribution activity by Governorate/ locality and type of received assistance.

In spite of all the efforts including the provision of additional sample to replace for no show up cases during the administration of the survey, the evaluation was able to reach 181 beneficiaries out of the 195 sample (93%). With that being said, it is important to note that the vast majority of the survey respondents (93.9%) received one type of assistance while 6.1% (11 respondents) of them received two types of assistance making the total reached sample in terms of received assistance 192.

The survey respondents included 82.3% men and 17.7% women. Also, 85.1% of the interviewed respondents were heads of households. With respect to refugee status, 66.3% of the survey respondents were refugees. The size of the surveyed households averaged at 6.5. Around 92% of the survey respondents had children (under 18-years old) and the average number of children amongst those reporting having children averaged at 3.3 child. At the time of assistance distribution, 70.2% of the survey respondents were living in their homes, 8.3% were living in shelters and 21.5% were staying with a host family.

▪ **Job opportunities creation beneficiaries' survey:**

Governorate - Locality	Survey sample (worker) as designed						Survey sample (worker) as reached					
	#			%			#			%		
	T	skilled	unskilled	T	skilled	unskilled	T	skilled	unskilled	T	skilled	unskilled
North – Beit Hanoun	14	4	10	12%	29%	71%	14	3	11	12%	21%	79%
North – Beit Lahia	104	13	91	88%	13%	88%	104	10	94	88%	10%	90%
Total	118	17	101	100%	14%	86%	118	13	105	100%	11%	89%

Table 2: Distribution of survey sample from the project beneficiary workers by Governorate and skill level

All survey respondents were men with an average family size of 6.61. Male members of the family averaged at 3.2 while female members averaged at 3.40. Around 93% of the survey respondents had children (under 18-years old) and the average number of children amongst those reporting having children averaged at 2.9 child.

Evaluation Survey Questionnaire: The team of Al Athar developed a draft of the two survey questionnaire and shared it with the assignment focal point from WVJWBG for their feedback. The F&NFI distribution beneficiaries' satisfaction survey consisted of five main sections, the first for general demographic data, three sections corresponding to each type of received assistance (Food parcels, Hygiene kits and Winterisation kits) and the last for measuring satisfaction across the three types of distributed assistance. Similarly, the job opportunities creation beneficiaries' survey consisted of three main sections, the first for general demographic data, the second on technical issues associated with set evaluation criteria and the last for obtaining beneficiaries' perception of the project impact and key recommendations.

Field survey team: The field survey team consisted of 6 experienced data collectors and 2 supervisors received full day training on December 13th, 2015. The training included topics such as: understanding the assignment, use of the questionnaire sheets, ethics of data collection and communication and sampling method. Special training was provided to field supervisors on supervision skills and, leadership to facilitate the work for data collectors and to ensure the quality of the field work. Every member of the field survey team had a clear and well-designed identifying badge and an information letter that was made available to the survey participants. Field supervisors checked every questionnaire before the submission for data entry. Checking was done for completion, clearness and accuracy compared to standards stated during the training which further facilitated the in-office quality check.

Qualitative data collection:

Qualitative data collection was carried out between the period 13th – 22nd December 2015. Participants for each evaluation method and tool were selected based on the following considerations:

- To cover the different activities delivered under the three intervention areas in phase 1 and 2 of the project (F&NFIs Distribution, PSS and Agricultural Rehabilitation)
- Sample population excluded any selected sample of beneficiaries targeted in the two surveys conducted by the evaluation to enable triangulation and validation of quantitative data.
- To be as representative as possible following: (i) a principle of saturation and in line with available time and financial resources; (ii) a mirror approach of the project adopted criteria for beneficiaries selection across activities; and (iii) a pre-set and agreed upon selection criteria presented in the evaluation matrix for each used evaluation method and tool including: geographic location (Governorate and locality), gender, type of received assistance, implementing partner, etc.
- To follow a process of random selection from the project beneficiary lists for activities where such lists were available (Food and Non-Food Items Distribution and Agricultural Rehabilitation).
- To follow a process of coordination with relevant implementing partner &/or local committee members for identifying and contacting project beneficiary to be interviewed for the evaluation activities due to absence of project beneficiary lists in user-friendly and electronic format. This was only applicable for psychosocial support services.
- To distribute evaluation activities over three geographic areas in the Gaza Strip; North, Gaza and Rafah which will encompass beneficiary distribution all over the Gaza Strip.

A mix of qualitative and participatory tools was used for the qualitative data collection process, including: semi-structured in-depth KII and FGDs. Overall, these activities targeted 194 individuals (106 Women, 66 men, 12 girls and 10 boys). Specifically, the qualitative evaluation of the project included the following activities:

- Four key informant interviews: During the period 13th - 22nd December 2015, a total of 8 individual (5 women and 3 men) were interviewed representing members of the project team from WVJWBG, one representative of an implementing partner CBO and two members of the PFA trainers/facilitators team. Detailed list of people interviewed in the evaluation is presented in Annex 3.
- 14 FGD meetings: During the period 14th – 21st December 2015, the evaluation team conducted three sets of FGDs structured around the three intervention areas in phase 1 and 2 of the project:
 - **F&NFIs Distribution:** 2 FGDs with a selected sample of beneficiaries of the three distribution activities from the North. A total of 15 individuals (3 women and 12 men) participated in the FGDs with an average age of 47 years old (32 years old was the youngest and 63 years old was the oldest).
 - **Psychosocial support Services:** 7 FGDs with a selected sample of beneficiaries of the PSS activities (CFS and PFA) from the North and Rafah. A total of 123 individual (96 women, 5 men, 12 girls and 10 boys) participated in the FGDs of whom 63 individuals (37 women, 4 men, 12 girls and 10 boys) benefited from the CFS activities while 60 individuals (59 women, 1 man) benefited from PFA activity. The average age of the beneficiary children was 13 years old (9 years old was the youngest and 15 years old was the oldest). The average age of adult beneficiaries of the PSS activities was 36 years old (19 years old was the youngest and 65 years old was the oldest).
 - **Agricultural Rehabilitation:** 5 FGDs with a selected sample of beneficiaries of three agricultural rehabilitation activities (land rehabilitation, agricultural materials distribution and job creation opportunities) and members of local committees from the North (Beit Lahia and Beit Hanoun). A total of 56 individuals (7 women and 49 men) participated in the FGDs of whom 39 individuals (7 women and 32 men) benefited from land rehabilitation and agricultural materials distribution activities, 39 individuals (all men) benefited from job creation opportunities while 8 men represented members of the project local committees. The average age of the beneficiaries of land rehabilitation and agricultural materials distribution activities was 43 years old (21 years old was the youngest and 73 years old was the oldest). The average age of the beneficiaries of job creation opportunities was 31 years old (23 years old was the youngest and 44 years old was the oldest). The average age of representatives of the project local committees was 43 years old (29 years old was the youngest and 58 years old was the oldest).

The number, range of respondents interviewed and the used variety of data collection instruments were sufficient to obtain quality and triangulated information on the project in relation with the set evaluation questions in the assignment terms of reference. To ensure the reliability and validity of the data, a training session was held with the facilitators of the qualitative component of the evaluation. The session aimed to review, discuss and ensure that the team members have a common and standardized understanding of the tools. Interviews and FGDs notes and recordings were received and checked daily.

Data Analysis: The quantitative data were entered into a simple user-friendly Microsoft Access database, cleaned and analyzed using Microsoft Excel. The qualitative data produced from the employed instruments (KII and FGDs) were recorded then transcribed, reviewed and then thematically grouped. A one-day debriefing workshop was held on June 2nd, 2015 to discuss findings and main themes amongst the evaluation team including all facilitators. The thematic analysis process was first done by instrument to aggregate findings then collectively across all instruments. Furthermore, the evaluation team translated most of the qualitative findings into quantitative ones in support of an evidence-based approach to findings presentation. Both the quantitative and qualitative data were then triangulated and cross-analyzed to produce the findings of the project evaluation.

Limitations

The evaluation team encountered few limitations including:

1. Inability to conduct a Focus Group Discussions for PFA beneficiaries from Sheja'ia and was replaced with a key informant interview with a household.
2. Absence of a comparison group to compare the effect of the programme on the lives of assisted families versus those who did not benefit from the programme.
3. Lack of a systematic approach for measuring cost-effectiveness and value for money (VfM) with defined methodical way for analysis across the different phases coupled with absence of defined criteria, baseline data, benchmarks and VfM metrics. This has hindered the ability of the evaluation team to analyze operational performance trends in a methodical manner that supports presenting concert assessment conclusions on cost-effectiveness and VfM.

EVALUATION FINDINGS

The evaluation yielded a wide range of findings, which are captured here and correspond to the defined areas of focus for this evaluation, namely: relevance and appropriateness; effectiveness; efficiency; project effect/impact; sustainability; accountability and organizational capacity. The findings are based on a combination of a thorough literature review, interviews with a wide range of stakeholders, and analysis of data and information. The literature review was done during the inception phase and benefitted from a wealth of materials provided by the team of WV (See [Annex 03](#): List of Consulted Documents). Numerous interviews and FGDs were held during the fieldwork with a wide range of stakeholders across the project targeted areas in the Gaza Strip (see [Annex 04](#): List of Consulted Individuals). Finally, qualitative and quantitative analyses were done based on numerous documents and data collected during the fieldwork (see [Annex 02](#): Evaluation Methodology).

4.1 RELEVANCE AND APPROPRIATENESS

This section assesses the extent by which best practice in the project design was used to measure the suitability of the activities to the priorities and needs of the beneficiaries.

Context Analysis and Needs Assessment

Within the context of this evaluation, solid evidence was found that WVJWG had a clear understanding of the local context and was able to effectively operate and deliver under the adverse conditions created by the military and natural emergencies. This knowledge was invaluable in meeting the requirements and expectations of the project beneficiaries. The project was designed based on a quantitative needs assessment carried out between 8 and 11 August 2014 to understand the urgent needs of the affected population in Gaza in terms of food, education, basic non-food items, shelter and wash, priority community issues and overall livelihood needs. Results of the evaluation field work supported that WVJWG's needs assessment was well structured and truly reflected urgent needs of the affected people at the time of the emergency. Furthermore, other emergency response projects delivered by different humanitarian actors focused on similar interventions. Yet WVJWG's activities showed a noted focus on targeting people and families who were internally displaced and were staying in informal shelters (i.e. with host families) rather than those in collective centers. This fact has further validated the soundness of the project interventions and the robust results of the conducted needs assessment. Another example is that design of phase 2 activities of the project were informed by: (i) quick needs assessment of beneficiary farmers to determine the type of seedlings they prefer and needed agricultural material; and (ii) feedback on the needs of farmers in targeted areas from the project-established four local committees (two in Beit Hanoun and two in Beit Lahia). The evaluation team found that WVJWG had utilized various tools for assessing the needs of targeted population and the obtained results properly advised the project design.

Consistency with Overall Objectives

The principle objective of the project in its first phase is *“to meet urgent needs of war-affected children and their families in the Gaza Strip through ensuring access to food, basic hygiene materials, psychosocial care and protection, and essential medical care”*. Review of the project documents revealed the following:

- The design of the activities were found generally sound and took into consideration the emerging context as well as the need of the beneficiaries.
- The project improved access to essential goods and provided psychosocial support for affected population.
- The project included a recovery component through the provision of land rehabilitation.

The evaluation team found the design of the activities to be consistent with the overall objectives of the project and supported their realization.

Activity Rationale and Relevance

The evaluation team found that the project has successfully met the beneficiaries' needs and expectations given all the challenges faced including working under adverse conditions during the war emergency. This finding is supported by the following:

- **Food and Non-Food Items Distribution:** The beneficiary survey conducted during the evaluation indicated that 100% of surveyed beneficiaries suffered from food shortages at the time of the distribution. As for the urgency of the need, 85% reported that they had an urgent need while the remaining 15% described their need as not very urgent. Furthermore, 95% of the beneficiaries did not receive food parcels from other sources. This was further confirmed by participants in the FGDs'. A male beneficiary from Jabalia said *"during the war, we moved from one house to another and I had two married daughters and their families moving with us. We were a family of 16 and it was hard to provide food and NFI's during the war for this number of people. The food assistance we received came at a time when we were most needing when we were not able to leave the house. Despite that, the parcel was not enough to feed all my family"*. Similarly, 100% of the NFI distribution beneficiaries indicated that they were suffering from shortages of hygiene items and 94% described their need as urgent while 97.2% did not receive similar assistance from other sources. Beneficiaries of the winterization kits also indicated that they were suffering from urgent shortages of blankets (100%) due to the war and the damages and displacement of people and that 85.2% were not able to get winterization assistance from other sources. A female beneficiary from Beit Hanoun said *"the blankets came at the first winter after the war. I lost my house during the war and I lost everything there. The blankets came to partially fill some of our needs in the cold winter"*.
- **Psychosocial support Services:** Two interventions were implemented under the PSS, the establishment of five CFS benefitting 2,500 children and 900 mothers. In addition, psychosocial first aid awareness was provided in five different locations and through house visits benefitting 6,114 individual. The response of the beneficiary children confirmed the relevance of the activity to their needs where 100% (12/12 girls and 10/10 boys) of the FGD's children beneficiaries confirmed the relevance of the activity. A 14 year old boy from Beit Lahia said *"the child friendly spaces provided us with a safe space to play. My mother used to tell me that she sees how happy I was going to the CFS"*. Another 12 year old girl from Rafah said *"These are the type of activities that keeps us from boredom and fill our spare time with useful and interesting things"*.
- **Agricultural Rehabilitation:** Beneficiaries of the agricultural rehabilitation activities (agricultural material and land rehabilitation) have all confirmed its relevance to the needs of farmers. Small farmers make their living from the sale of their agricultural products. When their productive assets and land is destroyed, they have no savings or spare money to re-plant. The project came to fill an important gap for the farmers through the rehabilitation of their land, provision of agricultural material and labor. One farmer from Beit Lahia said *"WVJWG project was different from other projects as it assessed our needs and started implementation immediately unlike other organizations that took a long time to start implementing"*. WVJWG also succeeded in the provision of short term employment opportunities for workers through the land rehabilitation activity. The survey conducted with the beneficiary workers indicated that 74.6% (88 out of 118) did not work prior to the assistance with an average unemployment period of 2.13 years. The evaluation team found that the implemented activities (land rehabilitation and CfW) were relevant to the needs of beneficiaries and came in time most needed.

4.2 EFFECTIVENESS

Achievement of Objectives

The overall objective of the project in its first phase is *"to meet urgent needs of war-affected children and their families in the Gaza Strip through ensuring access to food, basic hygiene materials, psychosocial care and protection, and essential medical care"*. More specifically, the project had a set of four outcomes (sub-objectives) for phase 1 of the project namely; i) access to food for displaced families and their children is improved; ii) hygiene conditions for families and their children are improved; iii) access to psychosocial support to conflict-affected children and their mothers is enhanced; and iv) access to winterization items to withstand the winter cold for conflict-affected families. Phase 2 of the project had two stated outcomes (sub-objectives) namely, i) livelihoods of vulnerable farmers are improved through rehabilitation of agricultural lands; and (ii) increased income for unemployed people through short- term job creation.

Operationally, seven activities were developed to achieve the above outcomes and objectives that were found well connected and supportive of objectives achievement. The following are the main highlights found by the evaluation as contributors to the achievement of the project objectives and outcomes:

- **Accessibility to high quality food and NFIs:** The project provided targeted beneficiaries with high quality products. The beneficiary survey indicated that 66.7% (14 out of 21) of the food parcels beneficiaries, 86.1% (124 out of 144) of the hygiene kit beneficiaries and 88.9% (24 out of 27) of the winterization kit beneficiaries found the quality of distributed items to exceed expectations. On the other hand, 33.3% (7 out of 21) of the food parcels beneficiaries, 13.2% (19 out of 144) of the hygiene kit beneficiaries and 11.1% (3 out of 27) of the winterization kit beneficiaries found the quality of distributed items to meet expectations (acceptable). Only one beneficiary of the hygiene kits found the distributed kit does not meet expectations. A food parcel male beneficiary from Beit Hanoun said *“we were provided with good quality food assistance that was much needed during the war since we were not able to leave the house to buy food for the family”*. Another food parcel male beneficiary from Beit Hanoun said *“the food parcels contained diversified items that was suited for breakfast and lunch. We were able to receive the parcels in an easy manner and the quality as well as the packaging of the parcel was good”*. Recipients of the winterization kits appreciated the received items at times when they were not able to provide them. A male beneficiary from Beit Hanoun said *“The project succeeded in achieving its objectives through the provision of the winterization kits that came in the right time to people who were affected by the war and lost their homes and their belongings”*.

- **Enhanced access amongst affected children and mothers to psychosocial support services:** The project provided psychosocial services through two distinct activities, the first through the establishment of CFS and the second through the provision of PFA to war affected families. All children participating in the evaluation FGDs (10 boys and 12 girls) confirmed that the CFS helped them overcome some of the pressures and problems they are facing after the war. A 12 year old girl from Rafah said *“I participated in the CFS activities to attend the sessions that helped me overcome my fears”*. Caregivers of interviewed children in the evaluation FGDs also found the psychosocial support to be helpful to the family. A 38 year old mother from Rafah said *“The project responded to the needs of the children and parents through the CFS where children were able to spend their time learning and doing useful things instead of playing in the street. The activities at the CFS were sensitive to our culture and values where it gave good attention to heritage and culture through teaching Dabka, strengthen the character of the children and supported self-confidence and make it easier for parents to deal with their children.”*

Item	# Donum of rehabilitated	DEC supported Production (Ton)	Total Market Value (GBP)
Tomato	101	1,515	486,315
Onion	150	900	244,800
Grape	17	34	55,420
Avocado	12	48	34,560
Citrus	42	210	94,500
Olive	49	196	141,120
Corn	31	55.8	25,333
Pepper	21	84	30,492
Eggplant	12	120	32,760
Cucumber	23	115	51,520
Melon	9	63	17,010
Okra	4	2.4	36,91.2
Total Market Value of Crops (GBP)			1,217,521

Table 3: Total crop production and market value

- **Land Rehabilitation for Recovery:** The evaluation team found that the project was one among the first to deal with the issue of land rehabilitation after the war as a means of supporting farmers and providing agricultural products to the markets. The project took into account the needs of farmers as well as the seasonal factors in agriculture. The review of the project documents revealed that the project was able to support farmers with needed seedlings and agricultural material for the production of marketable vegetables. The project was able to rehabilitate and help plant 471 donums of vegetables, citrus, olives, corn and grapes. The total market value of this production has been estimated by the project at GBP 1,217,521. Table 3 provides an overview of the total area rehabilitated per type of plant, its yield and market value. A female farmer from Beit Lahia said *“the project helped us in the cost of planting which usually constitutes 30% of our total cost which was added to our profit when we sold the products”*. The evaluation team found that this activity succeeded in providing farmers with means of income support. Similarly, this activity was used as a mechanism to provide income to unemployed workers. The survey

results indicated that 74.6% were unemployed prior to the project and 50% live on either assistance from local and international organizations or through assistance from relatives abroad. Furthermore, the survey indicated that 96% of supported workers were able to utilize the earned income in covering at least two or more of the family regular expenditure items.

The evaluation team found the project activities supportive of achieving the overall objective and presented good practice for bridging the gap between ongoing humanitarian initiatives and recovery programs.

Beneficiaries' Targeting and Selection

Overall, the evaluation team found that there was a clear and transparent selection criteria in place. A data base exists with the information of all accepted, refused and waiting lists beneficiaries in the distribution and agricultural rehabilitation activities while the PSS activities used a paper-based documentation system for project beneficiaries. Beneficiary selection was carried out in cooperation with the local committees and implementing partner CBOs. A cited example of good practice is sharing notifications of acceptance or refusal to benefit from the land rehabilitation activities through the local committees.

- **Food and Non-Food Items Distribution:** The survey conducted for all beneficiaries of the food, NFIs and winterization kits measured the satisfaction of beneficiaries regarding the targeting and selection process. The satisfaction of the food parcels beneficiaries and the winterization kit was very similar where 71.4% of the food parcels beneficiaries and 74.1% of the winterization kit beneficiaries found the selection process to exceed expectations compared to 85.4% of the NFIs beneficiaries.
- **Psychosocial support Services:** Targeting of children for the CFS as well as the households for PFA activities was carried out in cooperation with partner CBOs' hosting the CFS and the project local committees. The CBOs' and local committees' relations and network in the community helped identifying most needy children and households for the intervention. On the other hand, selection and targeting of PFA beneficiaries was carried out by PFA trainers/facilitators based on geographic needs. Communities most affected by the war were targeted and the project services were opened to all families within these communities. This approach enabled an expanded outreach and a noted increase in number of reached beneficiaries. The evaluation team found this flexibility in adjusting selection criteria to changing needs was well regarded by all interviewees of the evaluation.
- **Agricultural Rehabilitation:** The local committees play a vital role in the identification of farmers as well as the workers for the project. The identified farmers and workers were checked against the selection criteria and communication for their acceptance into the program was done through the local committees. A local committee member from Beit Lahia said *"a farmer whose house and land were destroyed, he was proposed and accepted into the program for land rehabilitation and planting of grapes"*. Furthermore, the survey conducted for the beneficiary workers indicated that 93.2% knew of the selection criteria which they all found to be a good one (scale: good, average, bad) and 99.2% found it suitable to reach most needy beneficiaries. The evaluation team found that WJWG presented good targeting practices that allowed for community participation in the targeting process. The review of the adopted selection criteria for phase 2 revealed that it did not include a criterion for targeting beneficiaries assisted in phase 1 of the project. The data indicate that some of phase 2 beneficiaries received NFI kits including i) 15.5% (45 out of 291) of beneficiary workers received Hygiene Kits (43 workers) and winterization kits (2 workers) and ii) 15.3% (33 out of 216) of farmers received Hygiene Kits (28 farmers) and winterization kits (5 farmers). Within the context of emergency where supporting the reliance of affected people is a key objective, the evaluation found that allowing the same beneficiary to benefit from a project different services would enhance the effectiveness of the delivered action. In such cases, the adopted M&E system should include necessary measures to avoid double counting of beneficiaries.

4.3 EFFICIENCY

Systems of Management and Communication

- **Systems for Organizational and Human Resource Management:** Overall, the evaluation team found that the three intervention areas in phase 1 and 2 of the project were well managed and organized. Documentation review and evaluation interviews with the project team revealed that the project benefited from an adequate structure and a reasonable size team which enabled efficient management of

activities while meeting changing realities of implementation associated with operating in the Gaza Strip context. For both phases the organizational chart listed around 30 staff members, the majority of them worked in a full-time capacity. The project exhibited good practices in human resource management as it provided much needed job opportunities especially at the level of facilitators and field assistants (almost 80% of the project team). Furthermore, most of the hired staff was young yet experienced and well positioned in their communities. The project management demonstrated noted experience in managing grants and the provision of strategic technical insight at the level of operations and implementation that was gained by years on the job and engagement with similar actions. Among the key contributors to the project positive performance: (i) the strong commitment and focus of the team on delivering assistance efficiently to the most needy which has been further empowered by the strong and on-going understanding and support of the management; and (ii) the ability of the team to quickly deploy and mobilize people with skill sets needed for emergency operations which was found most evident in the mobilization of teams for the PSS services in remarkable short period of time. The evaluation team found that staff were provided with many capacity development opportunities both on the job and through formal trainings. As evidenced by staff feedback in evaluation interviews, received trainings on leadership and team building skills and emergency preparedness and response including relevant international standards at management and team levels were essential to the project sound management practices. WVJWG documentation of its experience from previously delivered emergency responses (including the 2010 DEC Disaster Response Project) enabled the project to benefit from efficient management systems and processes that were communicated consequently to staff at the start of the project. For example, at the level of M&E only relevant data were collected in the least time-consuming way yet strongly focused on quality and provision of different disaggregation options. The project M&E practices and efforts are commendable yet more needs to be done especially with respect to placing more emphasis on measuring outcomes rather than being more geared to outputs.

- **Leveraging on effective partnering with local structures:** All project activities were delivered through partner CBOs across the Gaza Strip. WVJWG worked with more than five different CBOs and four local committees with membership of more than 35 recognized individuals in the served communities and with noted attention to women representation. Efficiency of the project was further enhanced (especially during the emergency phase) by the well-established on the ground presence of a vast network of partner CBOs, teams of volunteers and members of local committees. Over the years and within targeted communities, WVJWG has strategically invested in actively involving, building the capacities and developing systems with a strong focus on communication and information sharing of different local structures (organizations, communities and individuals). *“Working in a collaborative fashion (true partnership) with WVJWG over the past years was and added value at the level of enhancing our existing systems, capacities and most importantly the positive positioning of the organization in the community”*. Male representative of an implementing partner CBO of CFS in Jabalia. Evaluation activities revealed that partner local structures were engaged from the very outset of the project in an open, genuinely collaborative and empowering fashion. WVJWG at large and in this project in particular established clear relationships and lines of communication which facilitated the engagement of partners in appropriate and relevant ways for the type of delivered activities and the targeted beneficiaries. *“I and the rest of the committee members are farmers from Beit Lahia who have been engaged with World Vision since 2006. We help World Vision in providing various services and carrying-out its activities in Beit Lahia with different beneficiary groups (farmers, fishermen, children, women, poor families, people with disabilities) and across a wide range of projects and programs. Our engagement has facilitated the design and delivery of actions that best met the needs and expectations of beneficiaries with high levels of sensitivity to cultural and social context”*. 43-years old male member of Beit Lahia local Committee. The evaluation team found mobilizing and working through community networks that are subject to continuous empowerment efforts were among the key enablers for the project success. This approach has: (i) enabled extended outreach that is well informed by a clear understanding of the communities’ context, needs and culture; (ii) enhanced community and beneficiary acceptance and ownership of the project deliverables; and (ii) ensured a purposeful targeting strategy during the emergency phase that focused on vulnerability hence mitigating unavoidable trade-offs between responding to humanitarian need through quality interventions and ensuring that the most vulnerable people are reached by the assistance. Overall, the evaluation team found that WVJWG has succeeded in leveraging effective partnering with local structures where to a large

extent they played a role with the WVJWG team as an informal multi-stakeholder steering committee for the project.

- **Systems for Communication:** Documentation review and KII revealed that the emergency phase of the project was launched during the month of August 2014 which constitutes a noted prompt response to the July 2014 assault on Gaza. This quick response to the emergency was only possible due to the presence of a core Emergency Response Team supported by an efficient system for communication and decision making power thus enabling fast mobilization of the project. Across the different activities, the project benefited a total of 71,131 individuals and showed eminent flexibility in adjusting to changing needs and priorities. The evaluation team found that these achievements were only possible due to the good synergy among the different actors engaged in the project and more importantly the ability to tap on a structured quality system for communication and feedback. In comparison with the 2010 DEC Disaster Response Project, feedback and communication have been more efficient and represented an important area of noted improvement in this project performance. Communication among staff (within each intervention area, across different intervention areas and with the management) was frequent, well-structured and done regularly through a number of different forums (meetings, phone calls, emails, site visits etc). The evaluation team found that this was also applicable to communication with partner CBOs and members of local committees. They were provided with frequent and regular opportunities to actively participate in information exchange activities including the provision of technical inputs on the project activities and direction. The evaluation team found that the project has provided real communication platforms that facilitated information sharing and made different stakeholders aware of the project progress. Although the evaluation team did not interview any representatives of the donor, desk review and interviews with the project team supported good level of communication with the donor. This communication was characterized by on-going and regular contact that utilized different formats to maintain the donor up-to-date of the project performance. As cited by interviewed key informant from the project staff, the level and quality of communication with the donor were key contributors to donor flexibility during the implementation period which was most critical for attaining any success in this volatile context.

Utilization of Funds

Review of financial documents and interviews with the project team revealed that the project exhibited efficient practices in financial management and supervision over and utilization of the project resources. Support functions, such as M&E, administration, procurement and financial matters were provided to the project on a cost sharing basis with other delivered emergency programs. Financial management, supporting accounting and procurement systems and financial reporting were very detailed and rigorous enough to provide efficient oversight of funds and ensure timeliness of the action. For example, the evaluation team found reliance on local purchase for distributed items has contributed greatly to the project efficiency through reducing transport costs while supporting local economies. Although yet to be confirmed by an audit, the evaluation team found that these systems provided for necessary financial tracking through finance department, which verified and tracked all expenses and insured conformity with budget lines and financial guidelines. This practice provided the project with an exemplary level of flexibility guided by rational justification which positively contributed to the achievement of objectives, meeting the challenge of operating in the Gaza Strip and enhanced levels of accountability to beneficiaries and the donor. Three noted examples on efficient utilization of funds and budget control in favor of objectives realization and accountability are: (i) decreasing food parcels distribution to increase hygiene kits distribution which enhanced outputs realization and ensured higher levels of responsiveness to beneficiaries' feedback; (ii) enhanced outreach and attained outputs in supporting psychosocial needs of affected families (especially children and women) through the adopted home visits approach; and (iii) addition of a distribution activity for winterization kits which efficiently responded to changing weather conditions and on the ground needs of targeted beneficiaries. Another enabling factor was the fact that the project implementation was guided by action plans and implementation schedules which enabled professional delivery, completion on time and within budget. The evaluation team found that WVJWG used the entrusted resources in an efficient and responsible manner.

Table 4 below presents Phase 1 and Phase 2 actual expenditure against approved budget. Activities delivery which is directly linked to provision of emergency support to beneficiaries and hence the attainment of the project objective constituted around 85.7% of the project total funds. Respectively 90.6% of the total fund was allocated for F&NFIs distribution and PSS in phase 1 and 79.61% of the total fund was allocated for agricultural rehabilitation activities in phase 2.

Budget line item	Phase 1 (Actual against budget)			Phase 2 (Actual against budget)		
	Approved Budget	Actual Expenditure	Utilization % of total	Approved Budget	Actual Expenditure	Utilization % of total
Supplies/Materials	370,145.0	369,006.0	90.6%	256,350.0	261,764.0	79.61%
Logistics	634.0	677.0	0.2%	15,605.0	15,744.0	4.79%
Personnel & Personnel Support	36,398.0	37,495.0	9.2%	63,204.0	51,319.0	15.6%
Total	407,177.0	407,178.0	100%	335,159.0	328,826.0	100%

Table 4: Representation of Phase 1 and Phase 2 actual expenditure against approved budget

4.5 COVERAGE AND IMPACT

The Extent of the Impact

Given that this evaluation comes directly after the completion of the project activities, therefore, the long term impact of the project cannot be measured at the time of the evaluation. However, the evaluation was able to assess the achievement of the project against set indicators. Table 5 below presents the project indicators planned and achieved. The project was monitored through nine output indicators, five in phase 1 and four in phase 2. The project achieved its indicators and even exceeded targets for five out of those nine indicators. The target for the indicator “Provision of food parcels to displaced families” was decreased from 1490 to 211 households which released funds in favour of reaching higher number of households in need of PSS/PFA services. Although the evaluation team acknowledges the efforts of the project in responding to high demand for PFA after the war especially amongst the most affected areas of Beit Lahia, Beit Hanoun and Shejaia, an increase by eight folds of the planned target raises concerns over the quality of delivered services.

Indicator	Unit	Planned	Achieved	% of Achievement
Phase 1 output indicators				
Provision of food parcels to displaced families	Household	211	211	100%
Provision of hygiene kits to displaced families	Household	8,275	8,321	101%
Women and young children friendly spaces are re-activated/established	CFS	5	5	100%
	Children	2,000	2,500	125%
	Women	500	900	180%
Psychosocial support (PSS) is provided to displaced families/patients in 5 different locations (hospitals/shelters).	Individual	1,000	8,126	813%
Provision of winterisation kits to conflict affected families	Household	1,000	1,000	100%
Phase 2 output indicators				
Damaged agricultural lands are rehabilitated	Donums	168	195	116%
Productive assets for targeted farmers are replenished	Farmers	100	113	113%
Job opportunities for skilled labor are created	Workers	35	35	100%
Job opportunities for unskilled labor are created	workers	249	256	103%

Table 5: Project Indicators: Planned Vs. Achieved

The evaluation team found that the project was able to serve a total of 73,767 individuals (direct beneficiaries and their families) throughout the project activities and period. As mentioned above, documents review revealed that 15.5% of beneficiary workers (45 out of 291) and 15.3% of beneficiary framers in phase 2 of the project have also benefited from the distribution activities in phase 1 of the project. The review also revealed that those beneficiaries were counted for both interventions and no evidence was found for avoiding double counting calculations. In addition, the project was able to indirectly benefit

suppliers of food, NFI and agricultural products in addition to the local community at large. The evaluation found that the project was able to meet the set targets in all areas of implementation.

The Depth of the Impact

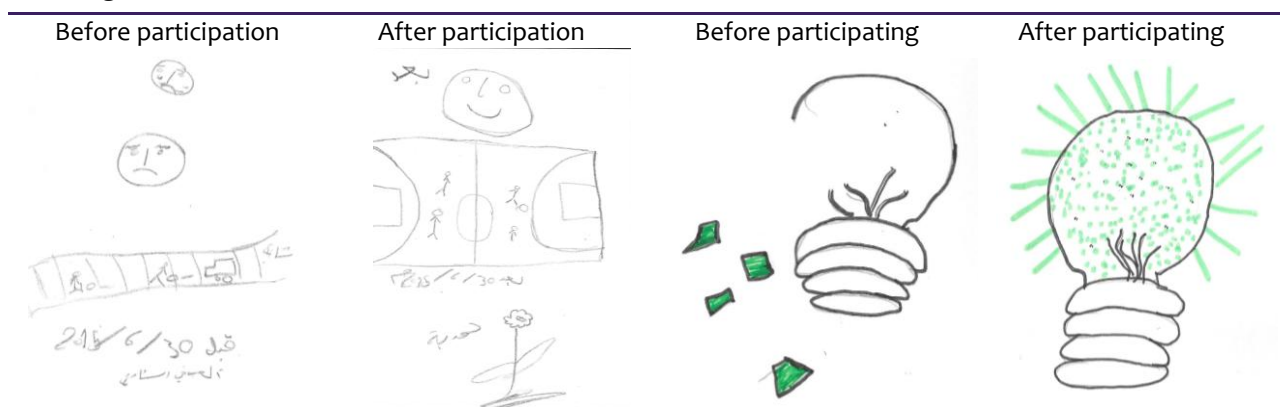
The evaluation team reviewed the impact of the project on targeted beneficiary groups and the following presents the findings on different beneficiary segments:

- Food and NFIs Beneficiaries:** The result of the beneficiaries' survey clearly indicates that the distribution of F&NFIs helped families in reducing spending on these products and made money available for spending on other needed products. It is also important to note that those receiving the hygiene kits were the highest to choose the option that the distribution improved the health conditions of the family. Furthermore, the highest response among beneficiaries regarding the impact of the project for strengthening resilience and the ability to cope with the crises was among those receiving the winterisation kits. This could be attributed to the fact that the winterisation kits had a longer term impact than the other consumables for F&NFIs.

Reported Impact category	Food Parcels	Hygiene Kits	Winterisation Kits
Improved health condition of the family	38.1%	51.4%	40.7%
Improved psychosocial condition of the family	14.3%	40.3%	48.1%
Made money available to cover other expenses	90.5%	89.6%	96.3%
Reduced spending on these products	100.0%	95.8%	100.0%
Diversification of food for the family	52.4%	--	--
Strengthen resilience and the ability to cope with the crisis	42.9%	56.3%	70.4%

Table 6: Distribution of survey sample from the project beneficiary HHS of distribution activity by reported impact category.

- Children and their caregivers (especially mothers):** Childhood is an important stage as it defines a person's future. It is vital to provide care for children's balanced growth in all aspects of physical, mental, psychological and social. Equally important is the environment surrounding children as its key in the formation, evolution and development of the child's ideas and beliefs, perceptions and attitudes towards core issues in life. Overall, the project directly benefited 2,500 children through the CFS in addition to beneficiary children through the PFA. Children participating in the FGDs reported improved psychosocial and emotional wellbeing: Around 90% of the respondents of the evaluation FGDs with children benefiting from the CFS expressed feelings of being happier and calmer as a result. To incorporate children's perceptions of the project impact, the evaluation team employed child-friendly practices, namely a projective drawing activity. Children at the FGDs were asked to draw 2 drawings that describe their state before and after the participation in the project. The following are two selected examples that show the project impact on improving the children's psychosocial and emotional wellbeing.



Drawing 3: 12-years old beneficiary boy of the CFS activity in fifth grade from Biet Lahia

Drawing 4: 12-years old beneficiary girl of the CFS activity in fifth grade from Al Shaboura, Rafah

Around 75% of the mothers of the children reported that participation in the activities led to reduction in stress and to positive attitude that helped their children forget their current situation. A mother from

Rafah said *“My son has become calmer and poise and uses his energy in positive things and playing sports with his friends”*. Another mother from Beit Lahia said *“I have noticed a clear change in my son’s behavior, he used to have some fears that he does not have now and he started to have friends to play with. I also became more aware of what is happening with my children”*. The evaluation team found that the CFS and the PFA have helped children and their caregivers in understanding what they have been through and helped them deal with their fears and become more socially positive and thus improved their social resilience.

Box 1: A family from Al Sheja’ia Neighborhood

Al Mbaied is a family of eight (mother, father and six children) from the Sheja’ia neighbourhood that was heavily bombed during the 2014 war on Gaza. The family house was damaged during the war. The family benefitted from the PFA activity implemented by the project. The family appreciated the interventions as it came in the right time after the war. The father of the family said *“The project met our needs and the needs of the children. It provided children with entertainment activities and psychosocial support for the entire family. The project came in the right time especially in light of the difficult conditions experienced by the children during the war, the demolition of the house and the death of a family member. The children needed to discharge their fear and anxiety”*.

The project targeted all family members with its activities since all were affected. There was a diversity of activities dealing with various issues faced by the war affected families. The mother of the family said *“The first activity conducted with us by the facilitators was the psychological discharge followed by the awareness sessions that dealt with various issues including problems that may encounter children and how to deal with them. Among the activities that affected us most was the psychosocial social support sessions.*

The home visits approach implemented by the project was very much appreciated by beneficiaries as the Sheja’ia neighborhood is among the most conservative neighborhoods in Gaza. *“All the activities were implemented inside our house, we have a large backyard. The place was appropriate for all of us; children, men and especially women because they were more comfortable and more capable of describing their feelings”*. The family expressed their appreciation for the activity and the project staff: *“The project staff (animators, social workers, psychologists) were experts in their fields and we benefitted a lot from them”*.

As a result of the PFA, there was a noticeable change in the children behavior from aggressiveness to friendly and an improvement in their academic performance. The parents became more capable of dealing with their children using methods introduced by the animators and facilitators.

4.6 SUSTAINABILITY

- **Food and Non-Food Items Distribution:** In humanitarian distribution projects, sustainability of the actions is not always attainable since the distribution efforts usually respond to an urgent need and fill a gap created by the emergency. Therefore, sustainability of the F&NFIs distribution will be measured in terms of what would be the family situation without the assistance received from the project. Table 7 below presents the response of the F&NFIs distribution beneficiaries to what would be their situation if they had not received the assistance. About 43% of the food parcels beneficiaries would not have been able to provide these products to their family and 76% would borrow money to provide these products. The results indicate that the distribution has left the families in a better longer term position in terms of the effect of the food intake and reduced the possibility of falling in debt to others. It is important to note here that few people would reduce the quality and quantity of the food intake which means they would have sought other means to support the family. Other beneficiaries of the hygiene and winterisation kits also would not have been able to provide these products and would also borrow money to buy them. However, since the hygiene items are not considered as essential as the food products, they also chose that they would reduce the quantity and quality of these products. Furthermore, the winterization kits beneficiaries were high in ranking the option of seeking assistance from somewhere else reflecting the great necessity of the winterisation kits on the lives of people. The evaluation team found that the effect of F&NFIs distribution will continue into the future since it preserved the assets of the families and prevented them from borrowing and accumulating future debt.

Reported response	Food Parcels	Hygiene Kits	Winterisation Kits
I would not have been able to provide these products	42.9%	60.4%	66.7%
I would have reduced the food/NFI quantity to the family	23.8%	52.8%	--
I would have reduced the food quality to the family	9.5%	47.2%	--
Seek assistance from somewhere else	4.8%	11.8%	40.7%
Sold some of the family assets	9.5%	1.4%	7.4%
I would have borrowed money to purchase the products	76.2%	84.0%	74.1%
I would not have been affected	0.0%	0.7%	0.0%

Table 7: Distribution of survey sample from the project beneficiary HHs of distribution activity by reported response on their situation if they had not received the assistance.

- **Psychosocial support Services:** Theoretically, the concept behind all psychosocial interventions include built-in factors for sustainability as they target behavioural changes and skills development at the individual, family, and community levels. The CFS and PFA interventions provided children and their families with the needed tools and knowledge to overcome some of the challenges they face in their lives. The evaluation feedback received from the psychosocial facilitators confirmed that the project will have a lasting effect on the lives of the children and their families. A facilitator from Gaza said *“we were able to work with children to equip them with techniques and knowledge that would make them avoid fear in the future if they ever go through similar experiences”*. Another facilitator said *“working with the family as a unit helped them to deal with their problems together”*. On the other hand, the evaluation found that the provided services were important to families; however interventions beyond PFA sessions are needed to help families cope with the psychological effects of the war experience.
- **Agricultural Rehabilitation:** By design, the project incorporated built-in factors for sustainability including: i) improving access to quality production inputs; ii) strengthening the resilience of the beneficiary farmers; and iii) increasing food production for family consumption and the market to improve food security in the served areas. The evaluation team found that project has a lasting and sustainable effect through the rehabilitation of land, provision of agricultural material and new planting techniques. The project was able to serve the beneficiary farmers sustain their lands, improve their agricultural knowledge and increase their profits.

4.7 ACCOUNTABILITY

The evaluation team assessed the three intervention areas in phase 1 and 2 of the project against WVJWG Program Accountability Framework (PAF). The evaluation team found the project to be in line with PAF and has exhibited a number of noted good practices that were well regarded by beneficiaries as well. Discussion on the evaluation findings in relation to: (i) information provision; (ii) consulting with communities; and (iii) participation and feedback/complaints mechanism are found below.

Information Provision to Beneficiaries

- **Food and Non-Food Items Distribution:** The vast majority of the interviewed beneficiaries of the distribution activities in the evaluation FGDs said that they were aware of the selection criteria and specifically mentioned having their homes damaged during the July 2014 assault as the main criterion for their selection. *“I’ve learned from some relatives that there is a registration process for receiving assistance from world vision in one of the local CBO in our community. Only people who had their homes damaged and had to seek shelter were eligible for the registration and might receive assistance. That was my case and after a while I received a call to collect a hygiene kit”*. 52-years old male beneficiary from Jabalia. Furthermore, beneficiaries were also informed of being granted assistance from WVJWG, the name and location of the distribution point to redeem their assistance from and the time for distribution mainly through phone calls and in some cases through text messages. *“I received a phone call from a local CBO informing me that I’ve been granted assistance. Details of the address of the location, date and time for receiving this assistance was also shared”*. 40-years old female head of household with five children who lost her house in 2014 assault from Beit Hanoun. All interviewed beneficiaries of the distribution activities in the evaluation FGDs highly commended the level of transparency and clarity of information provision especially with regards to the time and place of assistance distribution and the adopted mechanism for

collecting beneficiaries' data. Results of the evaluation F&NFIs satisfaction survey revealed that the vast majority of surveyed beneficiaries (93.3% representing 169 out of 181) did not have prior knowledge regarding the content, quantity or quality of the distributed assistance. This finding was also echoed during the evaluation FGDs. *"Someone form the CBO called me and informed me that I was granted an assistance and to come and collect it"*. 45-years old male beneficiary form Beit Hanoun. Beneficiaries were made aware of their entitlements after the fact as the contents (type and quantity) of each distributed kit were included in the distributed package. While acknowledging limitations and challenges in providing information on distributed assistance to beneficiaries' ahead of distribution encountered by most humanitarian actors in emergency situation including WVJWG, the evaluation team found that there is room for improvement in communicating with beneficiaries to sensitize them about the received assistance prior to actual distribution.

- **Psychosocial support Services:** Evaluation activities revealed that prior to the start of the PSS activities, implementing partner CBOs in full cooperation with WVJWG team publicly announced the registration process and the adopted selection criteria and process in the most frequently visited locations in each community, including: CBOs, mosques, supermarkets, clubs and schools. Furthermore, a letter explaining the project, its objective and intended results, planned activities, place, time and method of activities delivery was shared with the caregiver of each selected child. This formal communication was an instrumental tool in information provision that helped better inform the families of the project while obtaining their consent for their children participation. Another positive example is the role played by members of local committees in disseminating activities news and providing necessary support and recommendations in advising continuous review and learning.
- **Agricultural Rehabilitation:** Generally, information about agricultural rehabilitation activities (mainly announcements and selection criteria) was made public via community announcements and verbal communication by the project team, representatives of partner CBOs and most importantly members of the local committees. Across the different agricultural rehabilitation activities, the project exhibited good practice in information provision to beneficiaries. For example, 97.5% (115 out of 118) of surveyed CfW beneficiaries stated they had previous knowledge of the project prior to start, 93.2% (110 out of 118) indicated prior knowledge of the selection criteria and 85.6% (101 out of 118) found the adopted method for project announcements to be an effective way to reach them and the served community. The majority (85.0% representing 35 out 39) of the interviewed farmers in the evaluation FGDs confirmed the valuable role played by members of local committees and partner CBOs in providing information about the project and its activities. This approach for information provision proved useful for the agricultural rehabilitation activities and was highly appreciated by beneficiaries. It enhanced transparency and beneficiaries' awareness of the activities thus increased the project accountability and enabled reaching beneficiaries with true needs across the targeted geographic areas of the Gaza Strip.

Beneficiary Consultation and Involvement

- **Food and Non-Food Items Distribution:** Desk review revealed that WVJWG involved beneficiaries through participation in the August 2014 quantitative needs assessment conducted across five locations in the Gaza Strip and included women and men from different age groups (20-60 years old) who were internally displaced individuals staying with host families. Food, hygiene kits and blankets were identified as major concern/need by 93%, 79% and 74% of the assessment respondents respectively. These findings advised and shaped WVJWG emergency response distribution activities. A noted example of beneficiaries' involvement in the implementation process was the introduced revision to decrease food parcels distribution in favour of increasing hygiene kits distribution in response to received feedback from beneficiaries and members of local committees. This good practice of continuous review and adjustment which came as a direct output of active involvement and consultation with beneficiaries ensured the relevancy and suitability of the distribution activity to beneficiaries' priorities and needs.
- **Psychosocial support Services:** Evaluation activities revealed that beneficiaries were mainly involved in the capacity of recipients receiving PSS services. Evaluation FGDs with beneficiaries revealed that beneficiaries' consultation in the PSS activities was more evident in the implementation process where they played an active role in providing feedback and suggestions hence positively contributing to M&E practices. *"We were asked regularly about our feedback and honest opinion of the activities"*. 39-years old

housewife with four children from Beit Lahia. Another 33-years old beneficiary housewife of PFA activities in Al Shejaia said *“A representative from the project visited my home and inquired about our most urgent needs as a family with special focus on children ... She was very respectful and keen to hear every thing I said ... At the end of the visit, she told me that my feedback is important and will help them better design the activities. They also asked if they can use my home to deliver activities which I gladly agreed to”*. A noted example of beneficiaries’ consultation during implementation was the inclusion of an educational element as part of the CFS activities which came as a direct response to beneficiaries’ feedback. Another positive example is the noted attention to personal identity of children benefiting from the CFS activities, where 81.8% (18 out of 22) of the interviewed children in the evaluation FGDs confirmed that they were often consulted about the delivered activities and time-schedule by the facilitators.

- **Agricultural Rehabilitation:** Evaluation activities revealed that the agricultural rehabilitation intervention showed a noted degree of good practice in beneficiary consultation and involvement which among others was aided by the fact that the activities were delivered during the early recovery period (a more relaxed period compared to emergency phase). For example, active consultation with farmers and noted involvement of members of the local committees advised WVJWG action to change the distributed seedlings to better respond to beneficiaries needs which the evaluation team found as an important outcome of beneficiary consultation and involvement process. This finding was well acknowledged and cited by most of the interviewed farmers in the evaluation FGDs. *“The project showed high level of sensitivity to beneficiaries’ feedback, especially on our request to change the type of distributed agriculture seedlings. The project respected the farmers request in consultation with the local committee members which positively affected the project outcomes”*. 38-years old male member of local committee from Beit Lahia. The evaluation team found that in addition to the positive effect this change had on the agricultural yield, it directly contributed to enhancing the sense of ownership of the project outcomes among beneficiaries. Results of the evaluation survey with CfW beneficiaries indicated that 99.2% (117 out of 118) of the respondents were consulted about the nature and/or place of work. Although challenging, the evaluation team found this noted good practice in providing choice contributed to change the stereotyping of CfW programs where the workers (skilled and unskilled) have to accept whatever is offered to them as they are unemployed and in need for the opportunity and on the other hand, the employer views this as a position to be filled regardless of who fills it at no cost.

Establishment of Complaints and Response Mechanisms

- **Food and Non-Food Items Distribution:** Results of the evaluation F&NFIs satisfaction survey revealed that 73% (132 out of 181) of interviewed beneficiaries have confirmed the availability of a publicly announced formal complaint system of whom only 2.8% (5 out of 132) rated this system as being poor while the vast majority found it to be good. This finding was echoed by the participants of the FGDs where the vast majority (86.7% representing 13 out of 15 respondents) confirmed the availability of an efficient complaint system that addressed their needs and met their expectations. *“There was a complaint box located at clear and easy to reach place in the distribution point which I knew that I can use freely if I had a problem. Also the team at the distribution point was keen to ask us if we had encountered any problems or had any needs”*. 57-years old male beneficiary from Jabalia.
- **Psychosocial support Services:** Interviewed PSS beneficiaries (71.4% representing 90 out of 126 respondents) also confirmed the presence of a transparent complaint mechanism that employed different methods across all delivered activities to obtain beneficiaries feedback/complaint on regular basis. This mechanism was heavily dependent on obtaining direct feedback from beneficiaries through regular monitoring visits and one-on-one discussions. *“When we first joined the activity, I was informed that I can make a complaint or provide suggestions and feedback through direct contact with the CBO representative”*. 38-years old CFS beneficiary housewife with 6 children from Rafah. Given the nature, targeted beneficiary groups and the timing of the delivered PSS activities, the evaluation team found WVJWBG has exhibited good practice in diversifying the tools through which beneficiaries were able to provide regular feedback. For example, beneficiary children of the CFS were made aware by the facilitators and representatives of partner CBOs that when a problem arise that it is their right to speak-up and openly share their feelings and feedback. *“The CFS activity took into account children’s rights to express their feedback and complaints since the beginning of the activities ... They were made aware that each child has the right to complain about any*

behaviour, activity or something bothering them". Male representative of an implementing partner CBO of CFS in Jabalia. *"Having a system to receive complaints was included as an important part of the project activities, we encouraged children and their caregivers to share their feedback where we listened to them carefully and took immediate action to address them"*. 30-years old female facilitator in CFS from Gaza City.

- **Agricultural Rehabilitation:** In the FGDs with beneficiary farmers, 87.2% (34 out of 39) of them indicated the availability of an efficient complaint system represented by complaint boxes placed at partner CBOs and regular field visits by members of the local committee and field supervisors during which they were able to share their feedback. *"The partner CBO had a complaint box available for any beneficiary to place their complaints or feedback which is a good approach to stay in touch with the project team, still it would be better to have a free number for connecting with the project team"*. 47-years old male farmer benefiting from agricultural materials distribution from Beit Lahia. On the other hand, around 83% (98 out of 118) of the respondents from the evaluation survey with CfW beneficiaries confirmed the availability of a complaint system of whom only 4.1% (4 out of 98) rated this system as being poor. Similarly, in the FGD with beneficiary workers, the majority of the participants (77.8% representing 7 out of 9 respondents) indicated the presence of an efficient compliant system represented mainly by direct communication with members of the local committee and field supervisors. *"The local committee including the supervisors and the engineers were in direct contact with us on daily basis ... For any problems or complaints, we contacted them directly and were able to share our feedback freely"*. 26-years old male CfW beneficiary from Beit Hanoun.

4.8 ORGANIZATIONAL CAPACITY

Generating and Using New Learning in Advising the Project Implementation

As discussed across this document, maintaining relevance through information sharing, ongoing review and learning were among the strong suits of WVJWG at large and this project in particular. Through different evaluation activities, the evaluation team found that WVJWG succeeded in creating an open and expressive learning environment that generated and used new learning to advice decision-making, improve implementation effectiveness and enhance the effect of its activities on peoples' lives. This environment was inclusive to inputs from different stakeholders, beneficiaries and even other actors in emergency response. The following section pinpoints a number of noteworthy examples of the generation and use of new learning:

- Through this project and other delivered interventions, WVJWG was one of the very few humanitarian actors (international and local) to undertake emergency distributions outside of UNRWA collective centres during the 2014 emergency and to target a more vulnerable, underserved and difficult to reach segment of the affected population "IDPs in hosting communities". This was made possible, mainly due to: (i) ability to swiftly undertake an emergency rapid needs assessment that identified significant needs and provision gaps which in turn shaped the organization emergency response; (ii) availability of an experienced and dedicated core Emergency Response Team; (iii) accumulated experience from disaster preparedness work undertaken in previous years; (iv) long-term structured capacity development plan in emergency preparedness and response on relevant international standards and practices for teams of WVJWG and partner local structures; and (v) availability of efficient and tested systems for management, operations and communication that are suited for emergency settings. All the before-mentioned factors were the direct outcome of WVJWG thorough review of past performance in emergencies, acknowledgment of recommendations and proposed areas of improvement in the final external evaluation of the 2010 DEC Disaster Response Project and the several formal and informal learning reviews/lessons learned exercises undertaken by the organization.
- Beginning November 2014, periodic meetings among the members of the DEC partners in Gaza presented solid evidence on joint learning and experience-sharing that: (i) encouraged discussing activities and sharing results including challenges and mitigation strategies; (ii) facilitated leveraging experience and technical competency to ensure better geographical targeting and coverage; (iii) encouraged transfer of know-how and gained insight from activities implementation; (iv) promoted documentation and dissemination of best practice; and (v) stimulated good synergy that ensured avoiding duplication of work and beneficiaries targeting.

- Annual evaluation review of delivered projects, especially the final external evaluation of the 2010 DEC Disaster Response Project presented several learning and areas for improvement notably in practices associated with beneficiaries' accountability. As highlighted in section 4.7, the project has positively applied components of beneficiaries' accountability frameworks especially with respect to collecting and acting on feedback and complaints.
- Although the evaluation team was not able to find a set definition for resilience used by the project, various evaluation sources presented indicative results that most of the delivered activities (especially PSS) have supported social resilience building among targeted beneficiaries' and communities. The evaluation team found that working on strengthening social resilience through activities that focused on social entities (mainly individuals and households) is the outcome of: (i) accumulated learning from working in the Gaza Strip which helped pinpoint relevant activities and processes that positively affected beneficiaries; and (ii) better understanding of humanitarian standards and operations that led to a thoughtful decision to address emergencies in a holistic approach that catered different beneficiaries' needs including psychosocial and protection needs. The United Nations Office for the Coordination of Humanitarian Affairs (OCHA) has described the situation in the Gaza Strip as chronic emergency and a protracted human dignity crisis making strengthen the social resilience through responsive efforts a key pillar of any successful emergency response. Specifically, the project activities: (i) increased adaptive capacity of beneficiaries especially children and women through F&NFIs distribution and PSS; (ii) improved beneficiaries' ability to acknowledge and address encountered risk through PSS and PFA home visits approach; and (iii) enhanced access to better social and economic conditions through making available opportunities and resources aiding basic life restoration through the agricultural rehabilitation, distribution of F&NFIs and agricultural materials and provision of CfW opportunities.

Relations with Affected Population

As discussed above, the project showed noted attention to working in-line with key actions of Sphere's first core standard "Provide information to the affected population about the humanitarian agency, its projects and people's entitlements in an accessible format and language". Across the different activities, beneficiaries and targeted communities were well informed about WVJWG as an organization at large and the project in particular. For example, using tools that were appropriate to beneficiaries, the project shared various types of information including: (i) descriptions of the interventions and their objectives; (ii) organization of activities (time, location, mechanisms, and contents of each distributed kit); and (iii) selection criteria; methods and requirements for registration. This practice was a key contributor in promoting accountability and enhancing the level of understanding of roles, responsibilities and rights. Furthermore, the project created and maintained an open two-way relation with beneficiaries and targeted communities which employed diverse tools and approaches. The evaluation team found the adopted partner-driven cooperation working modality was a key pillar approach to enhance relations with beneficiaries. Local implementing partner CBOs and more importantly members of local committees played a central role in disseminating WVJWG mandate and the project activities, intended outcomes and beneficiaries' entitlements and rights. Local committees were: (i) part of the needs assessments phase which enabled the design of needs relevant and context appropriate activities; (ii) active participants in the reflection meetings with the project staff which facilitated better resources utilization; and (iii) key element of the adopted follow-up and monitoring mechanism which aided a provision of quality services.

Cost-Effectiveness and Value for Money (VfM)

The evaluation team acknowledges that at the onset of emergencies, constraints of time, resource and information are well-known challenges to the systematic measurement of cost-effectiveness and VfM. Yet, academic literature on humanitarian work identifies several approaches and tools that can be used for their measurement during rapid onset responses &/or chronic and extended crises (protracted crisis). Accordingly, a retrospective analysis using DFID standard 3Es (Economy, Efficiency and Effectiveness) approach was applied in order to assess the project's cost-effectiveness and VfM. As illustrated in table 8 below, the evaluation findings support a positive progress with respect to the "3Es". However, there are limitations in the evidence mainly due to lack of a systematic approach for measuring cost-effectiveness and VfM within the project.

Criteria	Observation of evaluation team
<p>Economy <u>“Were the utilized inputs of the appropriate quality and bought at the right price?”</u></p>	<p>WVJWG succeeded in building on gained experiences and developed systems from previous emergencies. Due diligence in all procurement practices was evident which ensured the necessary balance between quality and price. Relevant Sphere standards and INEE minimum standards advised the content/design, quality, quantity and frequency of all distributed items and provided services. For example, comparing unit costs for distributed kits and items across the various activities with similar distribution efforts done by other agencies engaged in similar activities during the 2014 emergency (such as Mercy Corps, World Food Programme and Global Communities) indicated an average of NIS 223.5 for hygiene kits and NIS 106.25 for a blanket. These figures support that utilized inputs in delivering the project activities were bought at a right price. The evaluation team was not able to follow the same principle of comparing unit costs for distributed food kits and materials under the agricultural rehabilitation activities due to absence of enough similarities in specification/kit content, quality, source and delivery approach among different agencies. Still, local purchase of items and reported low values for logistics in the project budget supports an overall observation that project inputs were bought at a right price and had an appropriate quality. For example, on average and across the three types of distributed F&NFIs 85.7% and 83.0% of the evaluation F&NFIs satisfaction survey respondents respectively found the quantity and diversity of the distributed F&NFIs to exceed expectations. In the FGDs with beneficiaries, 86.7% (13 out of 15) indicated that the assistance quantity and diversity were among the project points of strength. Another evaluation finding that supports efficiency of inputs utilization is that 97.5% of surveyed CfW beneficiaries confirmed the suitability of the received wages compared to other similar CfW projects.</p>
<p>Efficiency <u>“How well were inputs converted into outputs (i.e. direct control over the quality and quantity of outputs)?”</u></p>	<p>Through the delivered activities:</p> <ul style="list-style-type: none"> ▪ Access to food for displaced families and their children was improved through the distribution of food parcels containing essential food items for 211 households (1,308 individuals) that lasted them on average for 2.5 weeks. <i>“The received food parcel contained a variety of food items that were of good quality which was distribution in the most critical time immediately after the war. The quantity was suitable for my family size and suited all members adult and children”</i>. 33-years old male beneficiary from Tel AlZatar. Around 81.0% and 85.7% of the evaluation F&NFIs satisfaction survey respondents who received food parcels respectively found the quality and quantity of the distributed parcels to exceed expectations. ▪ Hygiene conditions for families and their children were improved through the distribution of hygiene kits to 8,321 households (51,590 individuals). Around 86.1% and 81.9% of the evaluation F&NFIs satisfaction survey respondents who received hygiene kits respectively found the quality and quantity of the distributed kits to exceed expectations. <i>“The quantity of the received hygiene kit was good and it gave priority to the needs of children. Included items were of high- quality and timing of the distribution was appropriate”</i>. 41-years old housewife with five children from Beit Hanoun. ▪ Access to winterization items to withstand the winter cold for conflict-affected families was improved through the distribution of winterization kits to 1,000 households (6,200 individuals). Around 88.9% and 81.5% of the evaluation F&NFIs satisfaction survey respondents who received winterization kits respectively found the quality and quantity of the distributed kits to exceed expectations. ▪ Access to psychosocial support was enhanced to 2,500 conflict-affected children and 900 mothers through the CFS and 8,126 individuals through the PFA activities. The vast majority of interviewed PSS beneficiaries acknowledged and commended the role played by the project in supporting their social resilience and easing many of the difficulties and traumas they face. Beneficiaries especially women, children and adolescences identified PSS as the most appropriate intervention given the impact of the political and economic shocks including natural emergencies and the July 2014 assault. <i>“After participation in the CFS, my 13-years old daughter who was the most affected member in the family by the war became more responsive and engaging with others within the family and in school. Without a doubt, the different activities have lifted her spirit and improved the mode of the entire</i>

Criteria	Observation of evaluation team
	<p><i>family</i>". 37-years old housewife with six children from Rafah. In delivering the PSS activities, WVJWG leveraged and relied on standby human resources of trained PFA workers and psychosocial support health workers from pervious projects. This practice had a positive advantage from a VfM perspective as it enabled reaching impressive number of beneficiaries within a reasonably short period of time and at reasonable cost.</p> <ul style="list-style-type: none"> • A total of 471 donums of damaged agricultural lands in Beit Hanoun and Beit Lahia were rehabilitated benefiting 216 farmers (15.7% of whom were women) and providing a short-term working opportunity (25 working days) to 291 skilled and unskilled labors. The project supported the production of 3343.2 Tons of different types of vegetables that had a total market value of 1,217,521 pounds.
<p>Effectiveness & Cost-effectiveness <i>"How well were outputs achieving the desired outcomes (i.e. realized impact on social protection and poverty reduction among targeted beneficiaries relative to the invested inputs):"</i></p>	<p>Given the timing of the evaluation, impact is hard to measure as long-term benefits are not always immediately apparent. Yet the evaluation team found the delivered activities presented good contribution logic to realize the project intended impact <i>"to meet urgent needs of war-affected children and their families in the Gaza Strip through ensuring access to food, basic hygiene materials, psychosocial care and protection, and essential medical care"</i>.</p> <p>This finding is based on the following:</p> <ul style="list-style-type: none"> • Phase 1 activities tackled two important emergency areas that are directly linked to social protection and were provided at critical times (during and immediately after the emergency) and targeted a difficult and less served segment of the emergency affected population (IDP in host families, women and children including adolescents), namely: (i) access to life saving items (food, hygiene and winterization kits); and (ii) access to formal and informal psychosocial support services. The delivered activities contributed to improving beneficiaries' health and psychosocial conditions and addressing survival needs for hygiene, food and cold weather. Furthermore, the program was able to re-enforce a number of international human rights standards such as children right to play, motherhood and childhood entitlement to special care and assistance and rights to a standard of living adequate for health and well-being. • Phase 2 activities tackled three important recovery areas that are directly linked to poverty reduction including: food security, employment generation and agricultural rehabilitation. The delivered activities contributed to: (i) improving food security for beneficiaries and served communities through making available in market volumes two of the most important agro-commodities consumed by Palestinian households (onions and tomatoes); (ii) creating short-term employment for 291 unemployed (skilled and unskilled) individuals who cited the suitability of number of working days and paid amount (78.8% and 91.5% respectively in the evaluation survey); and (iii) supporting agricultural performance in two pillar communities in the Gaza Strip food basket (Beit Lahia and Beit Hanoun).

Table 8: Evaluation team observations on the project cost-effectiveness and VfM in relation to DFID standard 3Es approach to assessing cost-effectiveness and VfM

CONCLUSIONS AND RECOMMENDATIONS

4.1 CONCLUSIONS

Relevance and Appropriateness: The evaluation team concludes that WVJWG had a clear understanding of the local context and beneficiaries' needs and thus was able to effectively operate and deliver. The evaluation team also concludes that WVJWG had done its due diligence to understand the needs of the people and utilized various tools for the needs assessment and was able to define objectives that were appropriate and relevant to their needs and supportive of good practice in the humanitarian and recovery contexts. At the time of project implementation, other similar emergency response projects were delivered by different humanitarian actors. Yet WVJWG's activities showed a noted focus on targeting people and families who were internally displaced and were staying in informal shelters (i.e. with host families) rather than those in collective centres. This fact has further validated the soundness of the project interventions and the robust results of the conducted needs assessment. The project activities were implemented under both emergency and post emergency conditions and each requires a different set of skills in dealing with the beneficiaries. The evaluation further concludes that the project improved access to essential goods and provided much needed psychosocial support for affected population. It has successfully met beneficiaries' needs and expectations given all the challenges faced including working under adverse conditions during the war emergency. The inclusion of agricultural land rehabilitation added a recovery component that reflects the importance of linking humanitarian assistance to recovery.

Effectiveness: The evaluation team concludes that the project activities were supportive of achieving the overall objectives and were relevant to critical needs of Gazans and supportive of good practice for bridging the gap between the ongoing humanitarian initiatives and the recovery programs. The project has achieved its objectives and outputs in an effective manner with noted quality. Beneficiaries targeting and selection was marked with: i) proper identification of selection criteria; ii) effective utilization of available resources including community structures represented by the local committees and iii) beneficiaries awareness of and satisfaction with selection criteria and process. Project implementation performance was sound. The project was implemented on time responding to the urgent needs of the beneficiaries during the emergency. WVJWG performed well with a particularly strong, highly dedicated and committed team. The evaluation further concludes that the project provided targeted beneficiaries with high quality Food and NFI products. In addition, the project enhanced access amongst affected children and mothers to psychosocial support services through two distinct activities, the first through the establishment of CFS and the second through the provision of PFA to war affected families. The evaluation team can also conclude that the project was one among the first to deal with the issue of land rehabilitation after the war as a means of supporting farmers and providing agricultural products to the markets. Selection of beneficiaries was done in a clear and transparent manner. A selection criteria was in place as well as a data base with information of all accepted, refused and waiting lists beneficiaries in the distribution and agricultural rehabilitation activities while the PSS activities used a paper-based documentation system for project beneficiaries. Beneficiary selection was carried out in cooperation with the local committees and implementing partner CBOs.

Efficiency: The evaluation concludes that the project was well managed and organized. It benefited from an adequate structure and a reasonable size team which enabled efficient management of activities and meeting changing realities on the ground. Among the key contributors to the project positive performance: (i) team strong commitment and focus on delivering assistance efficiently to the most needy; (ii) strong and on-going understanding and support of the management to the project team; and (ii) team ability to quickly mobilize skilled people to deliver emergency services. The project M&E practices ensured that only relevant data were collected in the least time-consuming way yet strongly focused on quality and provision of different disaggregation options. However it lacked a systematic process for outcomes measurement and was more geared to outputs measurement. All project activities were delivered through partner CBOs across the Gaza Strip. Over the years and within targeted communities, WVJWG has strategically invested in actively involving, building the capacities and developing systems with a strong focus on communication and information sharing of different local structures (organizations, communities and individuals). Partner local

structures were engaged from the very outset of the project in an open, genuinely collaborative and empowering fashion. Mobilizing and working through community networks that are subject to continuous empowerment efforts were among the key enablers for the project success as it: (i) enabled extended outreach based on clear understanding of the communities' context, needs and culture; (ii) enhanced community and beneficiary acceptance and ownership; and (iii) ensured a purposeful targeting strategy during the emergency phase that focused on vulnerability. WVJWG succeeded in leveraging effective partnering with local structures where to a large extent they played a role with the WVJWG team as an informal multi-stakeholder steering committee for the project. Communication among staff and with partner CBOs and members of local committees was frequent, well-structured and done regularly through a number of different forums. The project provided real communication platforms that facilitated information sharing and made different stakeholders aware of the project progress. Financial management, supporting accounting and procurement systems and financial reporting were very detailed and rigorous enough to provide efficient oversight of funds and ensure timeliness of the action. WVJWG used the entrusted resources in an efficient and responsible manner.

Coverage and Impact: Given that this evaluation comes directly after the completion of the project activities, therefore, the long term impact of the project cannot be measured at the time of the evaluation. The evaluation team concludes that the project was able to serve a total of 73,767 individuals (direct and indirect) throughout the project activities and period. In addition, the project was able to indirectly benefit about 15 PFA facilitators, supplies of food, NFI and agricultural products in addition to the local community at large benefiting indirectly from the project activities. The evaluation also concludes that the project was able to meet the set targets in all areas of implementation. The impact of the project was evaluated according to the different beneficiaries segments. The evaluation concludes that the distribution of Food and NFIs helped families in reducing spending on these products and made money available for spending on other needed products. It is also important to note that those receiving the hygiene kits found the assistance vital in improving the health conditions of the family. The highest response among beneficiaries regarding the impact of the project for strengthening resilience and the ability to cope with the crises was among those receiving the winterisation kits. As for children and their families, the evaluation concludes that the CFS and the PFA have helped children and their caregivers in understanding what they have been through and helped them deal with their fears and become more socially positive and thus improved their social resilience.

Sustainability: In humanitarian distribution projects, sustainability of the actions is not always attainable since the distribution efforts usually respond to an urgent need and fill a gap created by the emergency. The evaluation concludes that the project helped beneficiaries of food and NFIs from reducing spending on these items which would have had a long term effect on the health of the family. Furthermore, the assistance helped the families secure these goods which they would have otherwise borrowed or sold some of the family assets to purchase them. Furthermore, the evaluation team concludes that the provided psychosocial support and PFA were essential in helping the children and their families dealing with their problems and thus eliminate future effect on their lives. The Agricultural Rehabilitation activity incorporated built-in factors for sustainability including: i) improving access to quality production inputs; ii) strengthening the resilience of the beneficiary farmers; and iii) increasing food production for family consumption and the market to improve food security in the served areas. The evaluation concludes that project has a lasting and sustainable effect through the rehabilitation of land, provision of agricultural material and new planting techniques. The project was able to serve the beneficiary farmers sustain their lands, improve their agricultural knowledge and increase their profits.

Accountability: The evaluation concludes that the project has employed several formats for providing information to beneficiaries. The selection process used for sharing information of different activities depended upon four main factors: (i) suitability or type of information circulated; (ii) consideration of the appropriateness to beneficiaries and to community norms; (iii) ease of access to beneficiaries; and (iv) efficient utilization of project resources. The tools used for information sharing included advertisements posted on notice boards; announcements on web sites; public meetings and workshops; targeted verbal communications; house-to-house visits; and mobilization of social networks mainly members of local committees and representatives of partner CBOs. The diversified formats for information sharing were most effective for the type of information being disseminated and the preference of the beneficiaries. Beneficiaries and targeted communities were well informed and regularly updated about the project different activities and their intended outcome. Providing information about the different activities played a central role in promoting accountability and enhancing the

level of understanding of roles, responsibilities, rights as well as proper dissemination the project messages and intended goals. This good practice in information provision to beneficiaries was valuable in improving the effectiveness of the project. Informing the public about the interventions before implementation helped to overcome challenges in terms of managing their expectation, facilitating project phasing-out and addressing issues of cultural acceptance and transparency. The three intervention areas in phase 1 and 2 of the project showed varying degrees of beneficiary consultation and involvement with the agricultural rehabilitation intervention being the highest. It is important to note that the F&NFIs and PSS interventions were delivered during the emergency period “phase 1” while the agricultural rehabilitation intervention was delivered during the early recovery period “phase 2”. Accordingly, the nature and the timing of the delivered activities played an important role in the provided room for beneficiary consultation and involvement. In varying degrees and depending on the nature and the timing of the delivered activities, beneficiaries were involved and consulted at different cycles of the project and through a number of activities. The project presented several examples showcasing that beneficiaries’ consultation process was thorough and influential where it directly influenced the re-design process of several activities based on their feedback (for example: inclusion of educational element in the CFS activates and change of distributed seedlings to farmers). The evaluation concludes that the project operated in-line with Sphere’s first standard “*The disaster-affected population actively participates in the assessment, design, implementation, monitoring and evaluation of the assistance program*”. The project presented solid evidence of having a formal and well-structured complaint and response mechanisms in place. These mechanisms were systemized by simple “Complaint Mechanism” document that was shared and explained to partner CBOs and members of the local committees by the project team. Furthermore, these mechanisms benefited from proper documentation and follow-up which positively impacted the project transparency and accountability to beneficiaries while advising the sound design and planning of future activities. All received complaints and/or feedback were verified and arranged in categories which included defining and documenting taken action in addressing them. Distribution of visible, well located and easily reached complaint boxes with WV logo was the main used mechanism for soliciting beneficiaries feedback/complaints, still the project employed other mechanisms for this purpose such as: verbal discussions with beneficiaries, field/home follow-up visits and group meetings. It is important to note that this good practice came as a direct response to one of the key recommendations stated in the final evaluation of the 2010 DEC Disaster Response Project, where lack of a formally established complaints mechanism was identified as one of the response weakness and areas for improvement.

Organizational Capacity: The evaluation concludes that WVJWG succeeded in creating an open and expressive learning environment that generated and used new learning to advice decision-making, improve implementation effectiveness and enhance the effect of delivered activities on peoples’ lives. This environment enabled WVJWG at large and the project in particular maintaining relevance through being inclusive to inputs from different stakeholders, beneficiaries and other emergency actors. Project design, activities implementation and adopted operational and management practices were all guided by: (i) thorough review of past performance in emergencies and generated learning lessons; (ii) acknowledgment of recommendations and proposed areas of improvement in annual evaluation review of delivered projects, especially the final external evaluation of the 2010 DEC Disaster Response Project; (iii) better understanding of humanitarian standards and operations that led to a thoughtful decision to address emergencies in a holistic approach that catered beneficiaries’ different needs including psychosocial and protection needs; and (iv) joint learning and experience-sharing among DEC partners that stimulated good synergy and ensure better geographical targeting, coverage and avoidance of duplication in work and beneficiaries targeting. Beneficiaries and targeted communities were well informed about WVJWG as an organization at large and the project in particular. The project used different tools that were appropriate to beneficiaries to share various types of information which further promoted accountability and communication. The evaluation concludes that the project succeeded in creating and maintaining an environment that paid attention to and fostered relations with targeted beneficiaries and communities. This open two-way relation employed diverse tools and approaches to which partner driven cooperation working modality was the key pillar approach in enhancing relations with beneficiaries and communities. Local implementing partner CBOs and more importantly members of local committees played a central role in disseminating WVJWG mandate and the project activities, intended outcomes and beneficiaries’ entitlements and rights.

4.2 LESSONS LEARNED AND RECOMMENDATIONS

Outcome monitoring and measurement: WVJWG to further invest in developing its monitoring/reporting systems to focus on systematic outcome monitoring aimed at an improved outcomes measurement practice at the level of beneficiary communities and rationalize reporting. This will entail: (i) diversify indicators mix to include qualitative measurement in addition to quantitative while maintaining an efficient balance for managing collected and produced data, engaged resources and cost; (ii) defining outcome indicators for measuring results and produced change at the level of beneficiary communities; and (iii) systemize a process for accurate baseline measurement.

Empowering partner local community structures: WVJWG is encouraged to continue and expand its strategic investment in developing capacities of local partners and adopted partnership models. This will entail: (i) having a standalone yet cross-cutting component that provides on-going capacity development using approaches such as coaching, on-the-job training and mentoring; and (ii) developing working modality that formalize the role played by partner local community structures as members of projects steering/ advisory committee.

Cost-Effectiveness and Value for Money (VfM): With interested donors, WVJWG is encouraged to engage with current thinking for developing systematic ways of assessing and measuring cost-effectiveness and VfM including collective efforts for: (i) defining methodical methods suitable for interventions delivered in emergency, recovery &/or development scenarios; (ii) benchmarking internally and with others to ensure that costs are well considered based on the quality of the products and the impact on local market; (iii) enhancing internal monitoring systems and practices to focus on outcome measurement; (iv) mainstreaming learning from beneficiaries and monitoring practices towards improving the quality of decision-making and coordination efforts; and (v) investing in enhancing awareness of staff on cost-effectiveness and VfM at large through focused capacity building activities.

Empowering Trainers/Facilitators: WVJWG is encouraged to provide the psychosocial team with training prior to going to the field to ensure common understanding of the problems they may face and to agree on proper intervention.

Beneficiaries sensitization and communication strategy: In emergency distribution activities, more attention on developing and monitoring the implementation of a strategy for managing perceptions and communicating projects and activities mandate, commitments, potential intervention areas and the difficult choices WVJWG face to beneficiaries.

Increase Resilience of Targeted Beneficiaries: WVJWG is encouraged to revise its selection criteria for food and NFI distribution in order to target farmers and workers in the distribution activity to increase their resilience, have longer-term successful livelihood options and less reliance on distribution activities in the future. Necessary measures should be taken into account when introducing this change in order to avoid double counting of beneficiaries.

TERMS OF REFERENCE

Evaluation Terms of Reference DEC Gaza Programme

Gaza Relief Response and Early Recovery 2014 (Phase 1 and 2)

World Vision Jerusalem-West Bank-Gaza



i. Acknowledgment

The following mentioned parties have participated in the success of developing this ToR for the end of project evaluation; thanks to all who supported the work either with their technical support or by facilitate the work on it.

- Hisham Tartouri, Gaza Economic Development officer and acting Monitoring and Evaluation
- Mohammad El Halaby, Gaza Zone Manager
- Sonia Hadad, Monitoring and Evaluation Lead
- Anna Zuegner, Emergency Programme Support Officer, WVUK

Thanks to everyone in WVJWG who participated to make this work and supported the evaluation process to take place.

ii. Affirmation

“Except as acknowledged by the references in this paper to other authors and publications, the evaluation design described herein consists of our own work, undertaken to secure funding, implement the activities, describe and advance learning, as part of the requirements of World Vision’s Design, Monitoring and Evaluation Learning System.”

Primary quantitative and qualitative data collected throughout the assessment and design process remain the property of the communities and families described in this document. Information and data must be used only with their consent.

M&E Officer / NO,
Dana Nusseibeh
June 2015

iii. Glossary

CFSs	Child Friendly Spaces
DM&E	Design, Monitoring and Evaluation
DAC	Development Assistance Committee
DEC	Disaster Emergency Committee
DECAF	Disaster Emergency Committee Accountability Framework
EoP	End of Project
FGD	Focus Groups Discussion
KII	Key Informant Interview
HH	Household
M&E	Monitoring & Evaluation
NO	National Office
SO	Support Office
RTE	Real Time Evaluation
TOR	Terms of References
WV	World Vision
JWG	Jerusalem-West Bank-Gaza

iv. Introduction

World Vision Jerusalem – West Bank - Gaza plans to conduct an objective End of Project (EOP) evaluation for the Gaza Relief Response and Early Recovery Agriculture Project, Phase 1 and 2 funded by Disaster Emergency Committee (DEC). The project aimed to meet the urgent needs of war-affected children and their families in the Gaza Strip through ensuring access to food, basic hygiene materials, psychosocial care and protection and

essential medical care as well as contributing to the early recovery in Gaza through improving Livelihoods of vulnerable farmers and job creation.

This term of reference is prepared to be used by the external consultant as a guide for developing the evaluation design and proceeding with the evaluation of the DEC project in Gaza.

1. Evaluation Summary

Project:	DEC Phase 1 and 2 (Gaza Relief Response 2014)
Project Duration:	Phase 1: 6 months Phase 2: 9 months
Evaluation Purpose:	The purpose of the end of project evaluation is to determine the relative strengths and weaknesses of the DEC-funded Gaza Relief Response and early recovery for vulnerable households affected by the Gaza crisis and identify key learnings for future emergency and recovery programming.
Evaluation Methodology:	<ul style="list-style-type: none"> ▪ Document review ▪ Focus groups discussions ▪ Site Visits ▪ Key informant interviews with stakeholders, partners and project staff ▪ Unstructured/ semi-structured Beneficiary Interviews
Evaluation Start Date:	15 th of October, 2015
Evaluation end Date:	30 th of November, 2015
Evaluation Report Release Date:	30 th of November, 2015

2. Description of the Project being evaluated

On July 8, 2014 conflict broke out between Israel and Gaza. More than 2200 people lost their lives and more than 11,000 were injured. Of the dead, more than 500 were children, and they also make up a third of the injured. But despite the recovery and rebuilding efforts that are underway, the impact of the conflict will be felt for quite some time.

In response to crisis in Gaza, World Vision Jerusalem-West Bank-Gaza has been implementing a multi-sectorial project, funded by the Disaster Emergency Committee (DEC), since August 2014. Gaza Relief Response aimed to meet urgent needs of war-affected children and their families in the Gaza Strip through ensuring access to food, basic hygiene materials, psychosocial care and protection, and essential medical care.

The project was designed based on a quantitative needs assessment carried out between 8 and 11 August to understand the urgent needs of the affected population in Gaza in terms of food, education, basic non-food items, shelter and wash, priority community issues and overall livelihood needs. A representative sample of 1,608 people was surveyed across five locations and included both men and women from different age groups, ranging from 20 to 60 years old. The assessment targeted people and families who were displaced from their homes and staying in informal shelters (i.e. with host families).

The findings of the assessment showed, to a high degree of certainty, that within the target areas the top five current perceived needs relate to: safety, food, distress, displacement and keeping clean. Around 93% of the respondents mentioned food as a major concern, 84% of the surveyed individuals stated displacement as a major problem, 79% mentioned hygiene as being a major concern and 74% identified blankets as a major need as well, given that hosting families are accommodating around 20-25 people in addition.

Based on assessment findings, WVJWG initiated its emergency response project, funded by DEC, which included distribution of food parcels in August and September 2014 to 1,660 families or 9,960 individuals. 211 food parcels were purchased with DEC funding while the rest were funded through other donors' contributions. However DEC funding was used to cover distribution costs for all the parcels. The budget was revised and the surplus was employed to promote the work of the child friendly spaces and to purchase winter kits to meet urgent needs that emerged right before the latest storm in December-January 2015.

In addition, a total of 8,275 households or 51,305 individuals were provided with hygiene kits. This output has been revised and the target has been increased to respond to the needs of affected families. Out of the total of 8,275 supported households; 2,099 households were supported during the time of the conflict, while additional 6,176 were supported during the winter period. At this time many agencies focused on winterization support although the need for hygiene support was ongoing.

As part of responding to the urgent needs of affected families, Access to winterization items was added to the plan to respond to the urgent winter needs that emerged in the area just before the last storm in December. A total of 1,000 families (6,200 individuals) have received 1,000 winter kits (3 blankets per kit).

The project also contributed to establishment of 5 child friendly spaces (CFSs), these CFSs supported a total of 2,000 children and 500 mothers through direct psychosocial interventions which included activities for both children and mothers. Due to the budget revisions, WV was able to expand the CFSs activities; this allowed 500 more children and 400 additional mothers to make use of the CFSs programme. The DEC CFSs were able to support a total of 3,400 individuals (2500 child & 900 mothers). DEC fund also supported the psychosocial support (PSS) activities that mainly focused on providing psychosocial first aid (PFA). PFA helps affected families by introducing them to methods that assist them in dealing with shocks and crisis by teaching them to express their feelings in the right way. It was originally planned to target 1,000 individuals, however, with the home visits approach that WV has adapted and the continuous rise in demand for PFA, the project field team was able to introduce a total of 6,114 individuals to the concept of PFA and to raise their awareness in relevant PSS subjects.

In its second phase, the project currently contributes to early recovery in Gaza through improving Livelihoods of vulnerable farmers and job creation. The project is currently working on rehabilitation of agriculture through planting and setting irrigation networks. The project also provides opportunities for unemployed people through short-term job creation.

The following are the project outcome for the two phases:

Phase one: outcomes

- Access to food for displaced families and their children is improved
- Hygiene conditions for families and their children are improved
- Access to psychosocial support to conflict-affected children and their mothers is enhanced

Phase two: outcomes

- Livelihoods of vulnerable farmers are improved through rehabilitation of agricultural lands
- Increased income for unemployed people through short-term job creation

A summary of intervention type, area and number of beneficiaries is detailed below:

Area	Type of intervention	# of beneficiaries		Partners
		Male	Female	
Rafah, Khouza, Shajaiya, Beit Lahia, Beit Hanoun and Jabalia	Provision of food parcels to 1660 HH.	5079	4881	
Rafah, Khouza, Shajaiya, Beit Lahia, Beit Hanoun and Jabalia	Provision of hygiene kits to 8,275 HH.	26,166	25,139	
Rafah, Khouza, Shajaiya, Beit Lahia, Beit Hanoun and Jabalia	Women and young children friendly spaces are re-activated/established	1,250 children	900 Women 1,250 Children	AL Basma club for Disabled, Al Salateen Society, Al sadaka Association, Life & Hope Association, Future Generation for Benvolent
Rafah, Khouza, Shajaiya, Beit Lahia, Beit Hanoun and Jabalia	Psychosocial support (PSS) is provided to displaced families.	1834	4280	
Rafah, Khouza, Shajaiya, Beit Lahia, Beit Hanoun and Jabalia	Provision of 1,000 winterisation kits to conflict affected families	3,038	3,162	
Beit Lahia, Beit Hanoun	Rehabilitate uprooted agricultural lands (Plough, irrigation networks and planting	190 farmers	10 women headed HH	
Beit Lahia, Beit Hanoun	Short term Job Creation	226 skilled & unskilled		

3. Evaluation Target Audience:

While the primary intended audience is World Vision, DEC Member Agencies, the DEC Secretariat and community members, the evaluation is intended also to be useful for other humanitarian agencies engaging in emergency responses.

4. Evaluation Type

This is an end of project evaluation that will be conducted to determine the relative strengths and weaknesses of the DEC-funded Gaza Relief Response and Early Recovery for vulnerable households affected by the Gaza crisis and to identify key learnings for future emergency and recovery programming.

5. Evaluation Purpose and Objectives

5.1 Purpose

The purpose of the end of project evaluation is to determine the relative strengths and weaknesses of the DEC-funded Gaza Relief Response and Early Recovery for vulnerable households affected by the Gaza crisis and identify key learnings for future emergency and recovery programming.

5.2 Specific Objectives

The project will be evaluated against the following key criteria:

- Efficiency: the extent to which resources (financial, human and materials) have been used efficiently for the well-being of the target community.
- Effectiveness: the extent to which progress has been made towards achievement of goal, outcomes and outputs
- Relevance – the extent to which the project aligned with the need of beneficiaries
- Sustainability - the extent to which short-term emergency interventions are carried out in a context that takes the longer-term into account.
- Organizational Capacity – the extent to which WJWG’s M&E, Accountability and Learning capacities enabled to project to adapt and meet the needs of beneficiaries.
- Accountability, to what extent the project cycle met the HAP Principles and frameworks of Accountability.

5.3 Core Evaluation Questions

The objective of this assignment is to make assessments for each of the key criteria noted above these criteria also integrate the DEC Accountability Priorities as a basis of the evaluation framework as well as the DAC evaluation criteria. The following questions below indicate suggested lines of enquiry to explore each criterion. The consultant should use these as a guide to developing their own approach and methodology

Efficiency:
▪ Were the funds used as stated?
▪ Were the project activities cost effective? How does the project demonstrate value for money?
▪ To what extent has WVJWG been able balance quality, cost, staffing capacity and timeliness in a reasonable manner?
▪ Was there an appropriate system of management and communication in place to support programme staff
▪ What evidence is there that WVJWG has leveraged on effective partnering to draw in and build on local capacity?
Effectiveness
▪ To what extent were the proposed objectives and outcomes achieved?
▪ Were outputs / deliverables of an appropriate technical quality?
▪ To what extent have agreed humanitarian standards principles and behaviours including the code of Conduct standards and SPHERE been respected?
▪ One key lesson from past DEC responses is the importance of livelihoods – how effectively has WVJWG taken account of the need to support and preserve livelihoods?
Relevance
▪ How well are complaints procedures understood and used by beneficiary groups? How well did the WVJWG use this information to adapt and refine the project?
▪ What evidence is there that communities – especially women – have been able to influence programme design and implementation?
▪ Were the initial assessments of a good quality and based on strong beneficiary participation?
▪ What do other primary and secondary stakeholders (e.g. staff, community leadership, non-beneficiaries, etc.) think of the project?
▪ How has the project been coordinated with the activities and priorities of other agencies and organizations (including other NGOs, and the UN)?
▪ How well has WVJWG scaled up to respond in the most urgent sectors and to the needs of the most vulnerable?
Sustainability
▪ How ready is the community to maintain the activities, with the facilities the project supported? (CFS and Rehabilitation of agricultural lands)
▪ How is the response building on local capacities and reinforcing positive coping mechanisms? Can be reflected also in the organizational capacity
▪ How did the intervention (project activities “job creation”) help in sustaining the change on the beneficiaries’ behavior? Which in this case helped the beneficiaries to be prepared to get new jobs?

Organisational Capacity
<ul style="list-style-type: none"> ▪ What are the lessons from past humanitarian responses or the DEC RTE which WVJWG has drawn on when planning and implementing this response?
<ul style="list-style-type: none"> ▪ How successful has WVJWG been in communicating and explaining their plans to affected populations (e.g. agency background, project timelines, beneficiary entitlements and selection criteria?)
<ul style="list-style-type: none"> ▪ Were the initial assessments of a good quality and based on strong beneficiary participation
<ul style="list-style-type: none"> ▪ Was new learning being captured and acted upon during project implementation? If yes, how and what? If no, why not?
Accountability (if the project was implemented with accountability to beneficiaries)
<ul style="list-style-type: none"> ▪ Information provision to beneficiaries
<ul style="list-style-type: none"> ▪ Information gathering and consultations with beneficiaries (i.e. complaints & response mechanisms)
<ul style="list-style-type: none"> ▪ Beneficiary participation in the project

In addition to ensuring transparency and accountability to the key stakeholders, the final results of the programme evaluation will be used to contribute to learning, both for World Vision as an organization, and also collectively for the other DEC member agencies and the wider humanitarian community. Key findings and lessons will be disseminated through World Vision’s internal channels as well as through external channels.

6. Evaluation Methodology

Interested individuals will be asked to tender a short outline methodology of how they would tackle this evaluation, both on a theoretical and practical basis. The selected consultant will be expected to work collaboratively with WVJWG to refine their methodology and develop a detailed evaluation plan. This should include:

- **Desk Review:** the consultant will review all the project documents of the two phases to gain an understanding of the context and the projects. This will include the project proposals, reports, plans, and all available documents provided by the project team. These documents will be sent to the evaluator at least ten days before the evaluation for review. Financial reports and other relevant local documents will be made available at WV offices on the first day of the evaluation.
- **Interviews with key WVJWG staff and informants:** Key informative interviews will have to take place with the staff that was part of implementing the project, as well with other stakeholder who took responsibility and participates in implementing activities or facilitated the work to be done.
- **Project site visits:** to be able to document the facilities rehabilitated and supported by the project, and ensure the use of it.
- **Unstructured/ semi-structured Beneficiary Interviews:** This type of interviews will provide community perspective on activities conducted. These will be randomly selected from all communities and might be done during the project site visits.
- **Focus groups with beneficiaries:** To obtain detailed qualitative comments on the success of projects activities and identify areas to improve, including recommendations.
- **Specific FGD** with the community to share the initial findings and validate the collected data.

The evaluation consultant is expected to conduct capacity building workshops for the evaluation team. An initial workshop should be organized to train the evaluation team on the evaluation tools in addition to conducting a final workshop- post-fieldwork to assess and discuss initial findings with WVJWG and partner staff.

Quality of Evidence – Minimum Standards:

Data presented in the final evaluation report should adhere to the minimum standards of evidence as outlined in the Bond Evidence Principles tool. Five key areas of evaluation quality are covered: voice and inclusion; appropriateness; triangulation; contribution and transparency. These are the foundational elements for quality evaluation processes and are essential for all donor requirements.

The document attached outlines the minimum standards expected for this evaluation, but encourage the evaluator to aim for higher standard than those outlined here to achieve the highest level of reliability, rigor and quality possible.

7. Limitations

- The process might require a longer period of time as local stakeholders may not be able to allocate full time for a short period.
- ADP staff will also be engaged ongoing sponsorship implications – so there may be issues with stretching the ADP staff considerably.

- As many of these activities contribute to expected impact that does not show immediately but after one or two agricultural seasons or after some months, it is expected that the impact can only partly be measured at the time of the evaluation. This is why it will be important to also evaluate the implementation of the project on activity level as well as drawing conclusions from the activities implemented at earlier stages of the project on the future impact of activities implemented towards the end of the project.
- As the project design did not require outcome indicators and an outcome level baseline was not conducted, a quantitative assessment (through household survey) of progress towards outcomes is not appropriate. As such progress towards outcomes will be measured qualitatively, assessing stakeholders' perceptions of change over the project lifetime.
- Access and security issues need to be taken into consideration.

8. Authority and Responsibility

The evaluation ToR was developed by the M&E/NO officer and Lead with the support of the Gaza Zone M&E officer and the Zonal manager, responsibilities will be as described in the below mentioned table, were detailed planned of implementation will be developed later by the team

Evaluation Phase	Role	Primary Task
Planning and Designing the evaluation	Zonal and NO M&E officers	<ul style="list-style-type: none"> ▪ Prepare ToR of Evaluation ▪ Share ToR with M&E lead, Project coordinator and Zonal manager, for their feedback and approval. ▪ Work with the consultant on developing the evaluation design
	Zonal Manager and Project coordinator	<ul style="list-style-type: none"> ▪ Review the TOR document, share comments and accept the roles and responsibilities. ▪ Review the evaluation design and provide feedback
	Lead Evaluator	<ul style="list-style-type: none"> ▪ Develop the evaluation design (evaluation tools, data collection methodologies, Develop sampling plans etc.) ▪ Provide feedback on the ToR (if any)
	M&E lead	<ul style="list-style-type: none"> ▪ Review, provide the feedback and approve the ToR ▪ Coordinate with the external consultant ▪ Approve the Evaluation design (tools and sampling plans etc.)
Data Collection, Data entry (documentation)	Zonal Managers	<ul style="list-style-type: none"> ▪ Recruits External staffs upon request.
	Zonal M&E and CPO	<ul style="list-style-type: none"> ▪ Facilitates the fieldwork. ▪ Support data collection as needed. ▪ Review the data collection quality and report on gaps once happen.
	Lead Evaluator	<ul style="list-style-type: none"> ▪ Collects data from the field as requested with optimum quality. And document FGDs ▪ Conduct reflection session/present main findings of the FG with the team to confirm findings.
Reporting and analysis	Zonal M&E officer	<ul style="list-style-type: none"> ▪ Support the consultant in the analysis and provide information supports the analysis ▪ Provide feedback on the report
	Evaluator	<ul style="list-style-type: none"> ▪ Draft the evaluation findings. ▪ Analyse the data collected from field ▪ Write first draft of report, and share it with DEC coordinator and M&E officer for feedback ▪ Include comments and write final evaluation report
	M&E officer	<ul style="list-style-type: none"> ▪ Support drafting and finalizing the findings as required.
	Zonal manager	<ul style="list-style-type: none"> ▪ Reviews the evaluation findings and give feedback.
	M&E lead	<ul style="list-style-type: none"> ▪ Reviews the evaluation findings and give feedback. ▪ Presents the evaluation results to the SO and get their approval.

9. Team Advisor

Simon Manning Quality Assurance Director, Sonia Haddad M&E lead and Anna Zuegner are the advisors for the Evaluation.

10. Logistics

The Gaza Zonal office will be supporting the evaluation team by taking responsibility of doing the logistics and related arrangements.

11. Products

- ToR: This ToR will be used a reference and guidelines of the evaluation process that will help the evaluation feed in its goal and objective.
- Data collection and Analysis documents: All Collected data from minutes of focus groups, and minutes of informative interview (with stakeholders and WV staff) will be collected and documented for analysis use.

The Evaluator needs to develop the following two reports:

- **Evaluation Design Document:** which will be built on the Evaluation ToR with much more elaboration on the methodology and sampling frameworks and work Plan: The document should outline detailed scope, evaluation framework; methodology; sampling, data collection methods, timeline for activities and submission of deliverables. A draft will be shared in advance for comments, and approved by the Evaluation Reference Group.
- **Final Evaluation Report:** The evaluation report which will reflect the evaluation process from the planning till the production of report, where the final evaluation report should include the following:
 1. Title Page.
 2. Table of Contents
 3. Acknowledgements
 4. Affirmation
 5. Glossary/Acronyms and Abbreviations
 6. Introduction
 7. Executive Summary
 8. Evaluation Introduction/Background
 9. Methodology
 10. Limitations
 11. Findings
 12. Conclusions and Recommendations
 13. Lessons Learned from the Evaluation Process
 14. Appendices

12. Budget

The estimated budget for conducting evaluation for the DEC Gaza Relief Response 2014 is 14000 US\$. This amount will be broken down into travel, accommodation, transportation, per- diems and daily fees.

13. Documents

Document of project should be reviewed before the evaluation phase starts, main documents are:

1. Project Proposals.
2. Project logframes and financial reports
3. Project Reports.

14. Lessons Learnt

The evaluation will be used as a learning process of implementing evaluations, so to build the capacity of the organization staff in implementing the evaluations.

In addition the lessons learnt from the evaluation of this project will be considered in being prepared for any upcoming emergency intervention in case needed, and this documentation will be used as a reference for any other proposal of emergency interventions

15. Work plan

The evaluation progress will be as follows in working days:

No	Item	# of working days
1	Document review	2 day
2	Design of evaluation	4 days
3	Data collection of evaluation (interviews, FGDs)	7 days
4	Data analysis	3 days
5	Drafting report	5 days
6	Finalizing the report	2 days

Evaluation Matrix:

Evaluation objectives	Questions to be asked/ Issues	Methods	Sources
1) To investigate whether the resources (financial, human, and materials) have been used efficiently for the well-being of the target community. DECAF Priority 1 (Efficiency)	<ul style="list-style-type: none"> ▪ Were the funds used as stated? ▪ Was the project / programme cost effective? How does the programme demonstrate value for money? ▪ How well has WVJWG scaled up to respond in the most urgent sectors and to the needs of the most vulnerable? ▪ To what extent have agencies developed programmes which balance quality, cost, staffing capacity and timeliness in a reasonable manner? ▪ What evidence is there that agencies have been able to draw in and build on local capacity? 	<ol style="list-style-type: none"> 1) Documentary review. 2) Field visits and observations. 	<ol style="list-style-type: none"> 1) Proposal, narrative reports, annual operation plans, financial reports. 2) Visit and observation checklists.
2) To assess the progress towards achievement of goal, outcomes and outputs. DECAF Priority 2 (Effectiveness)	<ul style="list-style-type: none"> ▪ To what extent were the proposed objectives and outcomes achieved? ▪ Were outputs / deliverables of an appropriate technical quality? ▪ To what extent have agreed humanitarian standards, principles and behaviours including the Code of Conduct standards and Sphere been respected? ▪ How far have agencies been able to include the building of resilience into their response programmes? ▪ One key lesson from past DEC responses is the importance of livelihoods - how effectively has WVJWG taken account of the need to support and preserve livelihoods? 	<ol style="list-style-type: none"> 1) Documentary review. 2) Field visits and observations. 3) Focus group discussions. 4) Key Informant interviews 	<ol style="list-style-type: none"> 1) Proposal, narrative reports, operation plans, financial reports. 2) Visit and observation checklists. 3) Focus groups semi-structured questionnaire.
4) To assess how relevant was the implemented project aligned with the need of beneficiaries	<ul style="list-style-type: none"> ▪ How well are complaints procedures understood and used by beneficiary groups? ▪ What evidence is there that communities – especially women – have been able to influence programme design and implementation? ▪ How has the project been coordinated with the activities and priorities of other agencies and organisations (including other NGOs, and the UN)? ▪ What do other primary and secondary stakeholders (e.g. staff, community leadership, non-beneficiaries, etc.) think of the project? ▪ Was there an appropriate system of management and communication in place to support programme staff? 	<ol style="list-style-type: none"> 1) Documentary review. 2) Field visits and observations. 3) Focus group discussions. 	<ol style="list-style-type: none"> 1) Proposal, narrative reports, operation plans, financial reports. 2) Visit and observation checklists. 3) Focus groups semi-structured questionnaire.
4) To assess sustainability of projects results & the positive use of the facilities provided by the project.	<ul style="list-style-type: none"> ▪ How ready is the community to maintain the activities, with the facilities the project supported? (CFS and Rehabilitation of agricultural lands). ▪ How did the intervention (project activities “job creation”) help in sustaining the change on the beneficiaries’ behavior? Which in this case helped the beneficiaries to be prepared to get new jobs? 	<ol style="list-style-type: none"> 1) Focus groups 2) Informative interviews 	<ol style="list-style-type: none"> 1) Focus groups structured questions and answers 2) Minutes of interviews
5) To assess the organisational Capacity – the extent to which WVJWG’s M&E, accountability and learning capacities enabled the project to adapt and meet the needs of beneficiaries	<ul style="list-style-type: none"> ▪ What are the lessons from past humanitarian responses or the DEC RTE which WVJWG has drawn on when planning and implementing this response? ▪ How successful has WVJWG been in communicating and explaining their plans to affected populations (e.g. agency background, project timelines, beneficiary entitlements and selection criteria)? ▪ Were the initial assessments of a good quality and based on strong beneficiary participation ▪ Was new learning being captured and acted upon during project implementation? If yes, how and what? If no, why not? 	<ol style="list-style-type: none"> 1. Focus groups 2. Documentary review. 3. Informative interviews/ staff 	<ol style="list-style-type: none"> 1. Focus groups structured questions and answers. 2. Project’s documents 3. Minutes of interviews

EVALUATION METHODOLOGY MATRIX

Data Collection Method				Evaluation Methodology		
Document Review	Key Informant Interviews	Focus Group Discussions	Survey	Sample	Description	Target Stakeholder
●	1			N/A	One semi-structured in-depth interview with the project team from WV-JWBG. The primary focus of the interviews was to: i) assess the project model/logical framework (i.e. goals, objectives, anticipated results and related indicators), coherence and implementation process; ii) assess the project relevance to different beneficiary groups; iii) gauge the level of efficiency and effectiveness of the project ; iv) assess the organizational capacity of the project in terms of learning from past humanitarian responses; v) gauge the level of accountability to beneficiaries; vi) identify strength, main areas of success and areas for improvement; and vii) identify lessons learned, and recommendations for improving future implementation processes.	Project Team
●	1			5 partner CBOs	One KII with a representative of one of the five implementing partners who took responsibility and participated in implementing project activities. The primary focus of the interviews was to: i) assess the project model/logical framework (i.e. goals, objectives, anticipated results and related indicators), coherence and implementation process; ii) assess the project relevance to different beneficiary groups; iii) gauge the level of efficiency and effectiveness of the project ; iv) assess the organizational capacity of the project in terms of learning from past humanitarian responses; v) gauge the level of accountability to beneficiaries; vi) identify strength, main areas of success and areas for improvement; and vii) identify lessons learned, and recommendations for improving future implementation processes.	Implementing partner CBOs
●		2		4 local committees	One FGD with a selected sample of members of the local committees associated with the project. Sample selection took into account geographic location, gender, level of engagement and role played in the project. The primary focus of the meeting was to: i) assess the project model/logical framework (i.e. goals, objectives, anticipated results and related indicators), coherence and implementation process; ii) assess the project relevance to different beneficiary groups; iii) gauge the level of efficiency and effectiveness of the project ; iv) assess the organizational capacity of the project in terms of learning from past humanitarian responses; v) gauge the level of accountability to beneficiaries; vi) identify strength, main areas of success and areas for improvement; and vii) identify lessons learned, and recommendations for improving future implementation processes.	Local Committees

Data Collection Method				Evaluation Methodology		
Document Review	Key Informant Interviews	Focus Group Discussions	Survey	Sample	Description	Target Stakeholder
●		2	●	<p>9,532 HH 211 HH beneficiary of Food parcels 8321 HH beneficiary of hygiene kits 1000 HH beneficiary of winterisation kits</p>	<p>Beneficiaries' satisfaction survey of randomly selected sample of 195 direct beneficiaries (6 beneficiaries of Food parcels distribution, 169 beneficiaries of hygiene kits distribution, 20 beneficiaries of winterisation kits distribution). Sample selection was based on 95% confidence and $\pm 7\%$ error and took into account geographic location, gender of head of HH, type of received assistance and implementing partner. For triangulation and validation purposes, two FGDs were held with beneficiaries (following the above sampling approach). The primary focus of the different tools was to: i) gauge the level of relevance, efficiency and effectiveness of the project interventions; ii) identify the project effect on beneficiaries; iii) gauge the level of accountability to beneficiaries; iv) identify strength, main areas of success and areas for improvement; and v) identify lessons learned, and recommendations for improving future implementation processes.</p>	Beneficiaries of Food & NFI distribution (Phase I)
●		1			<p>One FGD with a randomly selected sample of animators who delivered activities in the CFS. Sample selection took into account geographic location of CFS, gender, level of engagement in the project and implementing partner. The primary focus of the meeting was to: i) gauge the level of relevance, efficiency and effectiveness of the project interventions; ii) identify the project effect on animators and beneficiaries; iii) gauge the level of accountability to beneficiaries; iv) identify strength, main areas of success and areas for improvement; and v) identify lessons learned, and recommendations for improving future implementation processes.</p>	CFS Animators
●		4	3	<p>3400 beneficiary children & their caregivers</p>	<p>Two FGDs with children from the age group 12 -16 (one with girls and the other with boys) in two different locations (Beit Lahia and Rafah). Two FGDs with the caregivers of the selected sample of children participating in the children FGDs</p>	Beneficiaries of CFS (Phase I)
●	1			<p>3 PFA Trainers</p>	<p>One KII with two PFA trainers/ facilitators. The primary focus of the interviews was to: i) assess the project model/logical framework (i.e. goals, objectives, anticipated results and related indicators), coherence and implementation process; ii) assess the project relevance to different beneficiary groups; iii) gauge the level of efficiency and effectiveness of the project ; iv) assess the project effect on the trainers/ facilitators as well as the project beneficiaries; v) gauge the level of accountability to beneficiaries; vi) identify strength, main areas of success and areas for improvement; and vii) identify lessons learned, and recommendations for improving future implementation processes.</p>	PFA Trainers/ Facilitators (Phase I)

Data Collection Method				Evaluation Methodology		
Document Review	Key informant Interviews	Focus Group Discussions	Survey	Sample	Description	Target Stakeholder
●		2		8126 beneficiary of PFA services	Two FGDs with a randomly selected sample of 30 - 36 direct beneficiary of the PFA activities (one in Beit Lahia and one in Beit Hanoun. Sample selection took was done in close coordination with PFA trainers/Facilitators and implementing partners and in each location and took into account geographic location, family size (including number of children) and if possible location of service provision (home, collective center, etc). The primary focus of the FGDs was to i) gauge the level of relevance, efficiency and effectiveness of the project interventions; ii) identify the project effect on beneficiaries; iii) identify strength, main areas of success and areas for improvement; and iv) identify lessons learned, and recommendations for improving future implementation processes.	Beneficiaries of PFA (Phase I)
●		3		216 Farmer 103 land rehabilitation 113 receipt of Agri. materials	Three FGDs with a randomly selected sample of 30 - 36 farmers; 2 in Beit Lahia (1 with beneficiary farmers from the land rehabilitation activity and 1 with beneficiary farmers from provision of Agri. Materials) and 1 FGD in Beit Hanoun (mixed group of both beneficiaries following the weight of delivered activities). Sample selection took into account geographic location, type of received assistance and gender. The primary focus of the meetings was to i) gauge the level of relevance, efficiency and effectiveness of the project interventions; ii) identify the project effect on beneficiaries; iii) identify strength, main areas of success and areas for improvement; and iv) identify lessons learned, and recommendations for improving future implementation processes.	Farmers (Phase II)
●		1	●	291 labor 35 skilled 256 unskilled	Beneficiaries' survey of randomly selected sample of 118 direct beneficiaries from the job opportunities creation activity (16 skilled and 102 unskilled). Sample selection was based on 95% confidence and $\pm 7\%$ error and took into account geographic location (Beit Lahia constitutes 88% of the sample representing 104 beneficiary while Beit Hanoun constitutes 12% of the sample representing 14 beneficiary) and skill level. For triangulation and validation purposes, one FGD with randomly selected sample of beneficiary labors (following the above sampling approach) was conducted. The primary focus of the different tools was to: i) quantify the project effect on beneficiaries; ii) gauge the level of relevance, efficiency and effectiveness of the project interventions; iii) identify strength, main areas of success and areas for improvement; and iv) identify lessons learned, and recommendations for improving future implementation processes.	Beneficiaries of job opportunities creation (Phase II)

LIST OF CONSULTED INDIVIDUALS AND DOCUMENTS

- 1- DEC Final Financial Report
- 2- DEC Form 11a Phase 2 Narrative Plan- Final
- 3- DEC Form 11b Phase 2 Narrative Plan -Final
- 4- Final Report Analysis
- 5- Psychological First Aid Statistics During Emergency Reponse Project- 2014
- 6- Integrated Programme Accountability Framework
- 7- Master Monitoring Plan - Narrative
- 8- Post Distribution Monitoring
- 9- WV Indicators Matrix

#	Name of interviewee	Position	Date of interview
1.	Mr. Imad Al Tattri	Project Coordinator	13 Dec. 2015
2.	Ms. Rania Samour	MHPSS Officer	13 Dec. 2015
3.	Ms. Ghroub Awadallah	PFA trainer	14 Dec. 2015
4.	Ms. Fidaa Al Hadad	PFA trainer	14 Dec. 2015
5.	Mr. Abdeljawad Ziyada	Chief Person	16 Dec. 2015
6.	Mr. Riyad Al Mbaied	Direct Beneficiary- PFA	22 Dec. 2015
7.	Ms. Ibtisam Al Mbaied	Direct Beneficiary- PFA	22 Dec. 2015
8.	Ms. Haya Al Mbaied	Direct Beneficiary- PFA	22 Dec. 2015

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