



FOOD SECURITY IMPROVEMENT IN THE GAZA STRIP THROUGH THE REHABILITATION OF AGRICULTURAL LANDS AND GREENHOUSES

External Evaluation
Report – Final
JULY 2018

This document was prepared by Al Athar Global Consulting, Inc. at the request of the Social Promotion Foundation (SPF) and the Union of Agricultural Work Committees (UAWC) with funding from the Generalitat Valenciana (GVA). The comments contained herein reflect the opinions of the consultant only.

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ACKNOWLEDGEMENTS

The evaluation team appreciates the contribution of a wide range of stakeholders, partners, and community members involved in this external end of project evaluation of the “Food security improvement in the Gaza Strip through the rehabilitation of agricultural lands and greenhouses” project. We would like to express our appreciation to the interviewees and focus group discussion participants who gave their time to answer questions, participate in discussions and be involved in the various evaluation activities.

The teams of the Union of Agricultural Work Committees and the Social Promotion Foundation (SPF) were open and constructive in their approach to this evaluation; always showing support and encouraging the involvement of various stakeholders. The evaluation team appreciates their efforts in providing needed information, relevant documentation, and for their facilitation of fieldwork.

Many thanks to all stakeholders and beneficiaries 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.

ACRONYMS

CfW	Cash-for-Work
DO	Direct observation
FGD	Focus Group Discussion
GHRS	Greenhouses Rehabilitation Survey
GVA	Generalitat Valenciana
KII	Key informant interview
LRS	Land Rehabilitation Survey
MOA	Ministry of Agriculture
SPF	Social Promotion Foundation
ToR	Terms of Reference
ToT	Training of Trainers
UAWC	Union of Agricultural Work Committees
UPV	Polytechnic University of Valencia
WS	Workers survey

EXECUTIVE SUMMARY

INTRODUCTION

This report presents an external evaluation of the “Food security improvement in the Gaza Strip through the rehabilitation of agricultural lands and greenhouses” project implemented by the Social Promotion Foundation (SPF) and the Union of Agricultural Work Committees (UAWC) with funding from the Generalitat Valenciana (GVA). The overall objective of the project is **“Promoting food security and sovereignty of the vulnerable population of the Gaza Strip”**. The evaluation scope includes 2 main interventions addressing the specific objective of the **project “Increased the level of agricultural food produced through the rehabilitation of agricultural lands and greenhouses and increased resilience of small farmers in three Governorates of the Gaza Strip through training and job creation”**. SPF commissioned the independent consulting firm, Al Athar Global Consulting, Inc., to perform this external evaluation of the project. The evaluation took place between 2 July 2017 and 30 August 2017.

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. According to the Women Centre for Legal Aid and Consulting, 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).

The agricultural sector was among the economic sectors that were heavily affected. The agriculture sector has seen widespread destruction of cultivated land, greenhouses, livestock and poultry farms, water wells, irrigation networks, and other productive assets. Seventeen percent of the total cultivated area has been completely destroyed.² In addition, other factors also affected the productivity of the agriculture sector including: 1) shortage of power supply where, electricity is only available for 3-4 hours in 24 hours, 2) high cost of production inputs including fertilizers and pesticides and 3) the low purchasing power of the Gaza population drove prices of agricultural products down.

In response to the growing needs in this sector, SPF and UWAC with funding from GVA implemented an agricultural project targeting farmers’ owners of damaged agricultural lands and greenhouses. The project aimed at *“Improving the production capacity of small farmers in three Governorates of the Gaza Strip through the rehabilitation of damaged agricultural land and greenhouses”*.

The project rehabilitated agricultural land for 55 farmers in the North Governorate of the Gaza Strip and rehabilitated greenhouses for 50 farmers from Khan Younis and Rafah Governorates.

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 project and identify key learnings for future programming. Specifically, the evaluation aims to:

1. Assess the relevance of the intervention and its objectives with regard to the problems identified in the proposal.
2. Assess cooperation design and the implementation of the assistance: consistency between the expected results and the achievement of the objectives, as well as its scope in the evaluated period, redirecting them where necessary.

¹ The National Early Recovery and Reconstruction Plan for Gaza

² The National Early Recovery and Reconstruction Plan for Gaza

3. Assess activities, their contribution to the achievement of results, and the optimization of the resources used to carry them out
4. Analyse the impact expected by the end of the intervention
5. Establish a first measurement of qualitative and quantitative indicators with respect to the study of elaborate baseline during the first months of the intervention.

Evaluation 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 focusing on the three implemented activities namely, rehabilitation of agricultural land, rehabilitation of greenhouses and the delivered training. 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 June 21st-28th 2018. Overall, the evaluation activities targeted 136 individuals (9 women, 127men) across the project activities. 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 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 2, 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 three experienced facilitators and eight surveyors supported the evaluation technical team to implement the evaluation fieldwork.

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 to CHAPTER 7 discuss the evaluation findings across the set evaluation criteria. CHAPTER 8 draws together the conclusions that emerged from the evaluation and the recommendations addressing identified findings. **Part 2** - Report Annexes consisting of a number of documents that provide supporting information about the entire evaluation process.

SUMMARY OF CONCLUSIONS

Relevance: Within the context of this evaluation, the evaluation concludes that both SPF and UAWC were able to utilize available research and official documents to understand the local context and were able to effectively operate and deliver under the adverse conditions created by the Israeli military offensive and the difficulties created by 11 years of closure on the Gaza Strip. Based on this extensive knowledge, the project was able to respond to beneficiaries needs including the provision of rehabilitation of agricultural land and greenhouses. In addition, the project managed to provide farmers with training on best cultivation and irrigation methods.

A noted effort was found to consult and coordinate with relevant stakeholders working in this sector to align the project activities with the efforts of other local and international organizations.

Effectiveness: The evaluation concludes that UAWC and SPF were able to design and deliver three activities which the evaluation team found to present good contribution logic and enabled realizing the project overall objective. The project contributed to increasing area of planted Land, increasing production of agricultural

products and improving income levels. The evaluation confirms the presence of a documented selection criteria developed specifically for all activities implemented by the project. The evaluation team found that beneficiaries' engagement and involvement differed at different stages of the project with a more visible engagement during implementation than other stages.

Efficiency: The evaluation concludes that the project was well managed and organized. Activities were achieved on time and implemented in a cost-efficient manner. Key enablers of the project efficiency and ability to meet set objective and results were: (i) having an adequate structure and a reasonable size team; (ii) SPF and UAWC partnership modality; (iii) mobilizing of local committees in the targeted areas; and (iv) good practices in procurement and supervision over the utilization of the project resources. Development of M&E practices and cost-effectiveness to quantify project benefits at the level of beneficiaries in monetary terms are among the main areas for improvement that require noted efforts in capacity building, systemization of practices and development of context-relevant tools.

Effect/Impact: At the immediate level, the project had positive and visible effects on the lives of the targeted beneficiaries. The project benefited: (i) as primary direct beneficiaries a total of 105 farmers and a total of 64 workers; (ii) as secondary direct beneficiaries representing the families of the direct beneficiaries a total of 1,192 individuals of whom 541 are children and 18 are persons with disabilities; and (iii) total of 9 private businesses where a sum of €116,889.3 was injected in the private sector as a result of purchasing materials and services. A noted tangible effect the project had on the served communities is that poor people have improved access to quality and quantity of food which directly enhanced their food security level. Specifically, the project: (i) enabled farmers resume agricultural activities; (ii) increased agricultural production and enabled reaching production capacity to levels before the damage; (iii) helped farmers secure 40-55% of the needed agricultural production costs through the received assistance; (iv) helped increase HH income and improved living conditions; (v) enhanced resilience through helping beneficiaries and their families better cope with the worsening conditions in the Gaza Strip; (vi) facilitated acquiring new experiences and have access to relevant and practical know-how; and (vii) facilitated the creation of mobile knowledge points for sharing know-how gained through ToT activity and providing extension services to the sector at large across the Gaza Strip.

Viability: The project is a strategic contributor in developing prospects for recovery and sustainable growth at the long-term while realizing an immediate positive effect at the short-term. The project showed a strong focus on the sustainability aspects which fostered a strong sense of ownership among beneficiaries. UAWC and SPF have placed a high priority on identifying enabling factors for sustainability and devising an approach supported with a diversity of functioning mechanisms for its realization. By design, the project rehabilitation and training activities incorporated built-in factors that ensured the sustainability of planned results, including: (i) securing access to good quality inputs necessary for restarting agricultural production among the targeted 105 beneficiary farmers; (ii) support the agricultural production cycle with 1,600 work days thorough the provision of temporary employment opportunities using CfW mechanism; (iii) focus on capacity building through competency-based training supported by good quality reference materials; (iv) extending in-the-field technical support and advisory services to the targeted 105 beneficiary farmers; (v) strengthening local structures "local committees" and mobilizing them as a key resource within targeted communities; and (vi) increasing food production &/or accessibility for family consumption which improved food security and resilience among the 169 beneficiary households directly targeted by the project. On the other hand, CfW is a short-term fast track mechanism providing immediate and temporary solutions that are not sustainable by design. The provided opportunities helped 64 workers secure a short-term source of income that facilitated some temporary financial relief. Still, the project implementing partners are commended for: (i) using CfW as a crosscutting mechanism for securing necessary human resources for the project implementation which further developed prospects for sustaining project results; and (ii) acknowledging the severe unemployment rates and poverty conditions in the Gaza Strip and attempting to address them, in spite project budget limitation.

KEY RECOMMENDATIONS AND LESSONS LEARNED

- 1) Developing monitoring systems and practices to focus on quality of performance and continuous learning, through (i) having a well-developed M&E plan in place; (ii) better selection and definition of

indicators and the rationale of adopted assumption for setting targets; (iii) focusing on outcomes rather than outputs when planning activities and translating this into outcome level qualitative indicators; (iv) better design of monitoring tools to be advised by the project results while insuring continuous and proper verification, recording and documentation of gathered information; and (v) implementation of both baseline and end line surveys to enable measurement of impact .

- 2) Developing systematic approaches for assessing and measuring cost-effectiveness and VfM, through collective efforts with key actors engaged in the agriculture sector (local and international), for: (i) defining methodical methods suitable and context relevant to the Gaza Strip in agriculture actions; (ii) benchmarking internally and with others to ensure that costs are well considered based on the quality of the products and the impact on beneficiaries; and (iii) enhancing awareness of staff on cost-effectiveness and VfM at large through investing in focused capacity building activities.
- 3) Assessing the training needs of beneficiaries prior to designing and implementing training programs for farmers.
- 4) Better articulation of the project focus on gender aspects at the levels of: (i) activities design; (ii) monitoring, analysis and reporting practices; and (iii) outreach to potential beneficiary women.
- 5) Inclusion of structured advocacy activities to empower farmers to actively participate in advocacy efforts lead by UAWC and other human rights organizations. These activities should also promote information sharing as a mean for mitigating the systematic Israeli targeting of the agricultural sector which is one of the main sources of livelihood for Palestinians living in the Gaza Strip.
- 6) Better accounting for natural and weather conditions when devising implementation schedules and guarantees from awarded contractors. Incorporate targeted activities focusing on creative marketing interventions such as collective purchasing.
- 7) UAWC and SPF to continue working on addressing water shortage in the Gaza Strip as a strategic priority through: (i) drilling wells; (ii) establishment of water collection pools; and (iii) provision of solar energy for operating water pumps.

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 about 2.0 million, 66% of whom (1.32 million) are refugees. On July 7th 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 this assault was unprecedented, since at least the start of the Israeli occupation in 1967.³ The human loss was great: at least 2,145 people were killed, including 581 children and 253 women. More than 11,200 people were injured including 1,970 women and 3,436 children (of whom 29% have a permanent disability and 44% became orphans in need of sustained support).⁴

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, telecommunication networks and transportation, impeding the provision of basic services to Gazans. 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 were no longer able to meet their most basic needs as earning a livelihood was 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. The continuing blockade of Gaza has suffocated the private sector, creating widespread dependency.⁵

Food Security: Around two thirds of the population of Gaza were 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.⁶ An assessment study conducted by the Food Security Cluster in October 2014⁷ 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. About 26.8% of all Palestinian households were food insecure in 2014 with the rate of food insecurity reaching 46.7% in the Gaza Strip. Food prices in Palestine remain volatile.⁸

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, 2010⁹ and 2011 respectively¹⁰. Although no recent statistics have been released on the state of poverty in the Gaza Strip, the political and socio-economic changes mentioned above, have undoubtedly aggravated the poverty problem even further. UNDP estimated the poverty rate after the 2014 assault to be around 60%.

Electricity Conditions: For the past ten years, the Gaza Strip has been suffering from chronic electricity deficit affecting all aspects of life in Gaza and undermining the already fragile living conditions. The Gaza Strip electricity needs is estimated at about 450 megawatt daily but currently receives about 120-150 megawatt from three main sources: i) Gaza Power Plant currently producing about 40 mega; ii) Israel currently supplies Gaza with

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

⁴ Women Center for Legal Aid and Consulting (www.wclac.org/english/etemplate.php?id=1371)

⁵ The National Early Recovery and Reconstruction Plan for Gaza (<http://www.pipa.ps/userfiles/file/NatRecPlanGaza.pdf>)

⁶ OCHA: Summary of Gaza Multi-cluster initial rapid assessment

(www.ochaopt.org/documents/mira_summary_mak_8september2014_english.pdf)

⁷ Food Security Sector "Report of the Rapid Qualitative Emergency Food Security Assessment (EFSA), Gaza Strip", October 2014

⁸ Palestine Economic Policy Research Institute (MAS) "Food Security Bulletin", Issue 15, Winter 2016

⁹ PCBS, "Poverty in the Palestinian Territory, 2009-2010", Press Release, 2011

¹⁰ PCBS, "Press Release on the Eve of the International Day of Refugees", June 2015

The Gaza Strip depends mainly on three sources of electricity, Gaza Power Plant, Egypt and Israel. The Gaza power plant if fully operation can supply Gaza with 120 megawatt however currently it produces about 40-45 megawatt. Egypt supplies southern Gaza with 25 megawatt while electricity from Israel is about 70 megawatt compared to 120 before Israel reduces its supply of electricity to Gaza. Therefore, the total available electricity is about 140 megawatt while the need is about 450-500 megawatt. As a result, electricity in Gaza is barely enough to cover one third of need and therefore it is being distributed on a shift basis of 4 hours of electricity against 12 hours of no electricity.

Availability and Cost of Agricultural Inputs: Ever since the imposition of the Israeli closure on the Gaza Strip about 11 years ago, availability of good quality agricultural inputs has been affected as some of these inputs such as fertilizers are considered by Israeli as dual use products. Therefore, some became unavailable or at a lower quality missing some essential elements. In addition, the cost of transportation and the dual taxes levied by the PA government and the De-facto government in Gaza increased the cost of production inputs.

EVALUATION SCOPE AND METHODOLOGY

SCOPE OF THE EVALUATION

The evaluation scope includes three main components: i) the rehabilitation of agricultural lands, ii) the rehabilitation of greenhouses and iii) provision of training to UAWC staff and to farmers. The evaluation was designed around these three groups of activities within the three geographic areas for the project operations namely in the North of Gaza Governorate, Khan Younis Governorate and Rafah Governorate.

EVALUATION METHODOLOGY

The evaluation methodology (see [ANNEX 2](#)) was based on a summative evaluation approach and comprised 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 data collection process was carried out using a mixed method approach (qualitative and quantitative) yet drawing extensively on qualitative techniques and using participatory methods. The quantitative method enabled obtaining generalized findings across the responding beneficiaries sampled from the agricultural land and greenhouses rehabilitation and Cash for Work workers, while the qualitative method enabled gaining a deeper analysis of the response from stakeholders and beneficiaries from the three activities. Data collection (quantitative and qualitative) was carried out between June 21-28, 2018. The evaluation activities included: (i) 5 KI; (ii) 5 FGD meetings; (iii) 5 direct observation site visits; and (iv) three direct beneficiaries surveys. Overall, the evaluation activities targeted 184 individuals (14 female and 170 male)

LIMITATIONS

- **Lack of *endline data*** to help measure impact of the project against indicators defined in the project logical framework.
- **Lack of a *systematic approach for measuring cost-effectiveness and value for money (VfM)*** with defined methodical way for analysis based on defined criteria, baseline data, benchmarks and relevant agriculture sector metrics.

This chapter assesses the project relevance in being in line with the needs and priorities of the target group (beneficiaries) and being tailorable to local needs so as to increase ownership and accountability.

CONTEXT ANALYSIS AND PROJECT RATIONALE

Review of project documents revealed that both the Social Promotion Foundation (SPF) and the Union of Agricultural Work Committees (UAWC) were able to utilize available research and official documents to understand the local context and were able to effectively operate and deliver under the adverse conditions created by the Israeli military offensives and the difficulties created by 11 years of closure on the Gaza Strip. This knowledge was invaluable in meeting the requirements and expectations of the project beneficiaries.

The project was designed based on available assessments conducted by different stakeholders including the “Report of Damages Incurred on the Agricultural Sector during the 2014 Israeli Offensive” prepared by the Ministry of Agriculture (MoA) immediately after the ceasefire in September 2014. In addition, statistics on the agricultural sector in Gaza were obtained from MoA publications.

Furthermore, UAWC operations in the Gaza Strip provided the project with excellent knowledge on the operations context. The project activities showed a noted focus on targeting farmers and their families in need of support to improve their livelihood conditions. This fact has further validated the soundness of the project interventions and its

robust results. Furthermore, the project targeted technical staff of UAWC through the provision of technical training on best agricultural practices in relevant areas for open and greenhouse agriculture as well as irrigation. The training was found to be supportive of the need for advanced technical knowledge that staff were not able to obtain due to the long years of closure on the Gaza Strip. The irrigation training was also found to be suitable within the context of Gaza due to the shortages in suitable water for agriculture. About 64% of land rehabilitation beneficiaries (18 out of 28) said they received training and they all found the training relevant and effective in improving their agricultural practices. Furthermore, 87% of greenhouse beneficiaries (28 out of 32) said they received training through the project and they all found the training relevant and effective in improving their agricultural practices.

Data on damaged lands and greenhouses presented in Table (1) and Table (2) further shows that both SPF and UAWC had a clear understanding of the context and needs of the agricultural sector in the different regions of the Gaza Strip. The tables show that there is a higher damage to agricultural land in the North while more damage to greenhouses is found in the southern area (Khan Younis, Rafah).

Governorate	Plastic Sheets	Cover Net	Green-house Leg	Green-house Arc	Green-house Body
North Gaza	5,000	180,000	350	300	400
Gaza	6,000	195,000	150	200	600
Middle	6,000	195,000	250	400	500
Khan Younis	10,000	325,000	350	500	800
Rafah	10,000	260,000	250	300	500
Total	37,000	1,155,000	1,350	1,700	2,800

Table 1: Distribution of War Damaged Greenhouses in the Gaza Strip During 2014 Offensive

Governorate	Olives	Citrus	Almonds	Fruit Trees	Grapes	Dates
North Gaza	22,750	40,000	2,000	2,000	1,600	100
Gaza	28,000	36,000	2,000	2,000	4,000	80
Middle	17,500	10,000	4,000	2,000	1,600	230
Khan Younis	52,500	10,000	4,000	2,000	800	180
Rafah	24,500	4,000	8,000	4,500	1,200	138
Total	145,250	100,000	20,000	12,500	9,200	728

Table 2: Distribution of War Damaged Major Crops Agricultural Lands in the Gaza Strip During 2014 Offensive

The evaluation team found that SPF and UAWC were able to utilize available resources and publications in addition to their knowledge working in Gaza for a longtime for understanding the context and the various beneficiaries' needs to advise the project design.

RESPONSIVENESS TO NEEDS/PRIORITIES OF BENEFICIARIES

The project benefitted from a detailed needs assessment conducted jointly by UAWC and FPSC right after the cessation of fire in 2014. In addition, the project benefitted from assessments conducted by different organizations within the same period at both the macro and micro levels. The project was able to benefit from data obtained from the MoA on damaged agricultural lands and greenhouses in order to draft selection criteria that enabled UAWC to reach the right beneficiaries. About 95% of Surveyed farmers indicated that the project responded to a real need. In addition, 100% of surveyed workers also confirmed that the project responded to a real need.

- **Responsiveness to agricultural land farmers' needs and priorities:** As indicated in the Operating Environment chapter and the context analysis section of this chapter, there is a great need for repair of damaged agricultural lands and greenhouses. Although several interventions have been implemented by different organizations to repair these damages, there is still a grave need for additional repair and support to farmers. Although beneficiaries did not participate in a formal need assessment, UAWC knowledge in this area in addition to the knowledge and information provided by local committees informed the project in terms of beneficiaries needs. The survey conducted during this evaluation for farmers of open agricultural land revealed that 93% (25 out of 28 farmers) confirmed that the project responded to their needs and priorities. Farmers indicated that they were not able to repair damages due to the high cost of repair and that the project provided them with an opportunity to work their land and a new income source for their families. They also said that the project provided them with a means for a new income to provide food, health care and education for their families. Further discussion on the impact of the project is found in the impact chapter. All participants in the Focus Group Discussions (FGD) with beneficiaries of the agricultural land rehabilitation activity confirmed that the delivered activities were a needed since their lands have been unusable since the 2014 war and thus they lost part of their income. A male farmer from Beit Hanoun with a family of 8 and who is also an unemployed Computer Engineer said *“after the 2014 war, our land was bulldozed and it needed USD 3,000 to repair the damage which is an amount of money that we did not have. The project repaired the land and now I have a source of income to meet the needs of my family”*. Participants recommended that fertilizers to be included to ensure the success of planted trees. In addition, they recommended that the distance for the water carrier line to be closer in order to get the water at a reasonable pressure. Land and greenhouse rehabilitation beneficiaries knew about the project through various means including advertising in public places as indicated by 45% of beneficiaries, direct contact as indicated by 27% of beneficiaries, contact by a local committee member as indicated by 25% of beneficiaries and through friends as indicated by 3% of beneficiaries. As for workers, 47% knew about the project through advertisement in public places, 19% through direct contact and local committees each and 16% through friends. The evaluation found that the used mechanisms in reaching out to beneficiaries were effective and could clearly reach the right beneficiaries as indicated by 100% of LRS farmers.
- **Responsiveness to Damaged Greenhouse Farmers Needs and Priorities:** Planting using greenhouses is a major agricultural practice area for farmers in the southern part of the Gaza Strip. This area has been under Israeli assault since the start of the second Intifada in 2000. Many greenhouses have been damaged ever since in addition to the damage caused by the three consecutive wars on Gaza. More than 2,800 greenhouse structures have been damaged. Other minor damages also occurred due to these Israeli actions and due to weather conditions as well. The evaluation team could not find a formal needs assessment conducted for the project, however the project benefitted from a number of studies done on the agriculture sector that prioritized greenhouse repair as a priority for the resumption of agricultural production. All greenhouse farmers participating in the survey (32 out of 32) revealed that the project responded to an actual need through the provision of new plastic sheets and greenhouse structural repair needs. The vast majority (15 out of 16) of farmers indicated that the project came at a good time and responded to a true need since the cost of repairing greenhouses is high and they cannot afford the repair costs. However participants indicated that there was a problem in the timing of the activity since some farmers had already planted their greenhouse with tomato despite the required repair. It was difficult to

do the repair while the greenhouse was planted. Other participants said it would have been much more beneficial if the repair was done prior to the tomato planting season. A 67 years old male farmer from Khan Younis said *“my greenhouse was already planted with tomato. The agricultural area around my greenhouse is an open agricultural area and removing the old plastic sheets to replace them with the new ones would have a risk of having insects affect the tomato plants.”* Another 80 year old farmer with a family of 10 said *“I stopped using my greenhouse since two years and I have no means to repair the greenhouse. The project helped me improve my income and provided me with a job”*. Furthermore, the evaluation team found that the priorities of beneficiary farmers did not change since the start of the project. Participants recommended that for future projects to include an irrigation network to enable better utilization of the greenhouse. The evaluation also found that the used mechanisms in reaching out to beneficiaries were effective and could clearly reach the right beneficiaries as indicated by 100% of GHRS farmers.

CONSULTATION AND COORDINATION WITH RELEVANT STAKEHOLDERS

UAWC was able to coordinate the activities of the project with a number of stakeholders, either at the design phase or the implementation phase.

- **Consultation and Coordination with the Food Security and Protection Sectors:** The UAWC is a member of the food security and protection sectors. This membership provides UAWC with the needed knowledge, research documents and plans for other donors working in the field of food security and agriculture. UAWC attend the coordination meetings that keeps them informed of all donors plans in their area of operation. Among donors working in the rehabilitation of land and greenhouses, OCHA and Oxfam.
- **Coordination with the Ministry of Agriculture:** UAWC considers coordination with the MoA as a corner stone in the selection and targeting of beneficiaries. UAWC worked in coordination with the MoA at different levels including obtaining names and locations for damaged agricultural lands and greenhouses. Furthermore, the MoA was part of the beneficiaries' selection process. The evaluation team found that the relation and coordination with the MoA helps in identifying the right beneficiaries and the type of needed support.
- **Coordination with Local Committees:** The involvement of local communities takes the form of local committees composed of active community members. The local committees played several roles in this project including: (i) Assisting UAWC staff in reaching the targeted lands and greenhouses for rehabilitation; (ii) validation of beneficiary information; (iii) provision of after working hours support and (iv) provision of feedback and field information after implementation. The evaluation team found that the use of local committees provide local support that is not otherwise available through UAWC field staff.

This section discusses the effectiveness of the project in terms of the extent to which set objectives and intended outputs were achieved

PROJECT OBJECTIVES AND RESULTS

The key strategic objective of the project is the “Promoting food security and sovereignty of the vulnerable population of the Gaza Strip”. To realize this objective, UAWC and SPF designed and delivered three activities which the evaluation team found to present good contribution logic and enabled realizing this overall objective as indicated by 91% of participants in the evaluation activities (82% of land rehabilitation beneficiaries and 100% of greenhouse rehabilitation farmers and 100% of workers). The project under evaluation included a soft component in the form of a ToT delivered to UAWC technical staff which in turn helped in training farmers on best cultivation and irrigation methods. The following are the main highlights found by the evaluation team as contributors to the achievement of the project objectives and outcomes

- **Increased area of planted Land:** Documentation review and evaluation activities including interviews with UAWC, SPF and local committees as well as activities held with farmers such as surveys and FGD all revealed that UAWC identified the need to rehabilitate agricultural land and greenhouses to increase area planted and agricultural production. All Of LRS beneficiaries (28/28) reported an increase in their agricultural land. The average planted area by the project per farmer is about 1.8 donums. Although the project planted 2 donums/farmer, it was the case of one farmer who benefitted from 1.2 donums only which was all the available land he owns. This brought the average down to 1.8 donums. In total, agricultural land as a result of the land rehabilitation activity increased from 12.3 donums (0.44 donum/farmer) to about 67.5 donums (2.4 donums/farmer, an increase of about 55.2 donums). Increased agricultural area planted helped in injecting new income for beneficiary farmers and their families to restore their livelihood after the destruction of their agricultural means of production. In the case of greenhouse rehabilitation, only two farmers (of 32 surveyed) reported an increase in their agricultural land. This is expected since the project is designed to rehabilitate existing greenhouses and not construct new ones. A 33 years old farmer from Beit Hanoun said *“The project came to address a true need by rehabilitating a damaged land since 2002”*. Another land rehabilitation beneficiary from Beit Hanoun said *“The difficult economic conditions in Gaza prevents farmers from restoring their land and start production again. This project came and rehabilitated part of the damaged land which has become a new source of income for our families”*.
- **Increased Production of agricultural products:** Beneficiary farmers indicated that they have increased their production by an average of 1145 kg/farmer (483 kg/land rehabilitation beneficiary, 1,725 kg/greenhouse rehabilitation beneficiary) compared to their production before the project. The lower production for land rehabilitation is due to the type of plants received. Land rehabilitation beneficiaries received citrus trees that require an average of 3-5 years to start producing. Despite the lower production for land rehabilitation farmers, the evaluation team found that supplying these farmers with vegetables seedlings to plant between their citrus trees is a good bridging strategy that enabled them to gain some quick income to help them care for their planted trees. A 66 year old farmer from Khan Younis said *“the rehabilitation of our greenhouses provided us with an opportunity to increase our production, improve quality of products and increase our income”*.
- **Improved Income Levels:** The evaluation team found that most beneficiaries (farmers and workers) have reported an increase in their income. About 68 % of rehabilitation beneficiaries reported an increase in their income from agriculture (57% of land rehabilitation farmers and 78% of greenhouse rehabilitation beneficiaries). Furthermore, 78% of workers reported an increase in their income as a result of



participating in the project while the 22% did not report any change. The evaluation team found that the project contributed to help farmers diversify their incomes which would lower their risks of providing to their families.

Box 1: Ibrahim ... Age is not a barrier to work

Ibrahim, a 61-years old farmer from Beit Hanoun. A retired public sector employee who owns 3.5 donoms of damaged agricultural land. His land is located in North of Beit Hanoun, close to the border with Israel and was subject to Israeli bulldozing during the various wars on Gaza. Ibrahim lives with his 4 sons in the same house, 3 of whom are married. His retirement salary is the only source of income for him and his family including his 3 married sons *“I used to work at the Ministry of Agriculture, but I am retired now and this land would improve our living conditions since the retirement salary is not enough to cover our expenses since it would provide my sons with a place to work”*. Income from the land used to constitute 30% of the family income. After bulldozing the land, this income was lost.

The cost of repair was cited by Ibrahim as the main difficulty preventing him from repairing his land. They have no savings to use for repairing their land. Ibrahim heard about the project from friends and so he went to the UAWC offices and registered for an opportunity to benefit. When asked about why he was selected, Ibrahim said *“I was selected to benefit from the project since I was well known in Beit Hanoun as a person who takes good care of his land. I also have all necessary documentation for land ownership and a damage certificate from the Ministry of Agriculture”*.

In addition to the project investment, Ibrahim invested in buying some fertilizers and pesticide to guarantee the success of the planted trees. Ibrahim indicated that the project not only helped in creating a new source of income, but also he was able to secure food for his family from the planted vegetables. *“I used to take home some of the vegetables from the land and used to sell the excess vegetables in the market. I used the obtained money to buy new seedlings to plant for the next season”*. The installed irrigation network installed for vegetable planting among the citrus and olive trees helped in encouraging Ibrahim to continue planting his land with vegetables until his trees bare. Ibrahim said *“each donom of land used to yield about 2 tons of products before the project since trees were planted far apart. Now with the planting of the new trees, I expect the land to yield four tons of products”*. Until the time of the evaluation, Ibrahim had planted his land with vegetables three times.

Ibrahim now has a continuous source of income for him and his family, He is able now to continue working his land after his retirement and his sons are able to work and support their families. *“The project has changed my life; I gave up on planting my land since I do not have the costs of repair. Now I have the desire and the drive to plant my land and take good care of it”*.

BENEFICIARIES’ TARGETING AND SELECTION

Documentation review and evaluation interviews confirmed the presence of documented selection criteria developed specifically for the land and greenhouse rehabilitation as well as the workers. The evaluation team found that targeting and selection for the beneficiaries employed a combination of targeting approaches: (i) focused geographic targeting approach in the North and South of the Gaza Strip; and (ii) suffered damage during Israeli military operations. The selection criteria took into account the availability of damaged land or greenhouse based on a prior registration at the Ministry of Agriculture with a source of water for irrigation. Furthermore, the land or greenhouse has to be within the project target geographic area. As for workers, they were selected from the geographic area of the project and who are currently unemployed. About 97% of surveyed land and greenhouse rehabilitation beneficiaries (58 out of 60) indicated a prior knowledge of the selection criteria and 78% of surveyed workers (25 out of 32) were aware of the selection criteria. All beneficiaries who were aware of the selection criteria thought it was good. This was further confirmed during the FGD with the different beneficiaries groups where they all participants confirmed their awareness of selection criteria communicated to them by UAWC staff and they all confirmed the soundness of the criteria to reach the neediest. A 52 year old farmer from Rafah said *“we were selected based on the published selection criteria and this way enabled most needy beneficiaries to benefit from the project”*. Another male beneficiary worker said *“I was selected to benefit from the project based on a field visit conducted by a UAWC staff where he found that we meet the selection criteria since we do not have any other source of income and I have good experience in agriculture”*. The evaluation team found

that the vast majority of beneficiaries were aware of the selection criteria and that UAWC exhibited good practices in publishing and following the selection criteria.

ENGAGEMENT AND INVOLVEMENT OF BENEFICIARIES

Documentation review and evaluation interviews confirmed that there was a moderate level of engagement of beneficiaries during the various stages of the project. Beneficiaries were part of the selection of types of crops to be planted in their lands were 79% (22 out of 28) of LRS beneficiaries and 60% (19 out 32) greenhouse rehabilitation beneficiaries indicated that they were consulted about the type of assistance they would like to receive. In the case of workers, only 53% (17 out of 32) indicated they were consulted about what or where they would like to work. The evaluation team found that the project made good efforts to engage beneficiaries and gave them options within the available budget resources.

PROJECT IMPLEMENTATION AGAINST PLANS

The project operated in complex political surroundings, aggravated by the difficult socioeconomic environment and a wide and unpredictable range of constraints associated with restrictions on the movement of people and goods. In assessing the project implementation against plans and the causes and the effects of any changes/alterations, the evaluation team depended on a central document (project work plan) and the findings from the various evaluation activities with special focus on the key informant interview with project staff. The project work plan was structured around the project three main activities (rehabilitation of agricultural land, rehabilitation of greenhouses and training of trainers). The evaluation team found this plan has guided the implementation process. Also, the plan was found to be an adequate tool that provided the required flexibility to cope with any changes and accommodate the risks and assumptions defined in the project logical framework. The only change found on the plan was the cancellation of the training activity that was supposed to take place in Spain since UAWC staff were not able to travel due to border closures. Furthermore, the project was originally designed to benefit 50 land rehabilitation farmers and 50 greenhouse rehabilitation farmers. Due to saving resulting from the inability of UAWC technical staff to travel for training, another 5 farmers were added for a total of 55 farmers. The evaluation team found no other major changes were introduced to the project throughout the course of implementation. Within this context, the evaluation team hereinafter discusses the two noteworthy changes in the project implementation.

- **Conducting the Training of Trainers (ToT) activity online instead of face to face in Spain:** This change was triggered by the inability of UAWC staff to travel to Spain to attend the training due to border closure. As a mitigation measure, the training was conducted online through a connection between the trainers in Spain and UAWC office in Gaza. Overall, the evaluation team found this change in to be acceptable given the limited alternatives.
- **Increasing the number of land rehabilitation beneficiaries from 50 to 55 farmers:** This positive change was triggered by savings in the project budget due to the cancellation of the training in Spain and doing the training online. This resulted in additional 10 donums of rehabilitated land (2 donums/farmer). Overall, the evaluation team found this change in favor of targeted population and helped enhance the project effect.

The project activities were achieved on time and implemented in a cost-efficient manner. The evaluation team believes that the noted flexibility in implementing the project and the due diligence of implementing partners in identifying input sources at the design and planning phase has positively contributed to this finding. UAWC experience in this area was evident in the quick mobilization of resources to implement project activities at a suitable time for beneficiaries with very few exceptions (ex. Greenhouse rehabilitation activity was started after the tomato planting season).

Furthermore, the evaluation team found mobilizing and working through local structures (local committees in the targeted communities) was among the key enablers for the project efficient implementation. Working with local committees was found to be a common practice for UAWC in general which adds value to the members of the local committees' capacities and knowledge. Particularly 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 hence mitigating unavoidable trade-offs between responding to massive need while maintaining quality actions and reaching those most in need for assistance.

The inclusion of a training of trainers' component in this project created synergy among project activities. The project helped in improving the capacity of UAWC staff to provide valuable extension services to farmers to maximize benefits from the project activities (planting of citrus and vegetables). Although this was not highly regarded by beneficiaries where only 68% indicated that they have found the training beneficial, the training activity is found the evaluation team to be a component that would increase project efficiency. The views of beneficiaries towards the training could be attributed to the short duration of the project however

the evaluation team still finds the training to be an important component of the project that requires additional capacity building activities through future projects.

IMPLEMENTING PARTNERS TECHNICAL CAPACITY

For the technical implementation of the project activities, SPF partnered with UAWC, one of the key and well-established organizations working in the agriculture sector from a development aspect in Palestine at large and the Gaza Strip in particular. The evaluation team found this partnership as one of the key contributors to the project efficiency and ability to meet set objective and results. To a large extent, this partnership was built on the following key factors: (i) alignment in the strategic focus and intervention logic among SPF and UAWC; (ii) having the necessary on-the-ground organizational capacity to efficiently deliver the project activities; (iii) SPF previous working experience with UAWC; (iv) having good understanding of the Gaza Strip context and in-depth knowledge of the targeted communities and project activities; (v) strong networks and ability to mobilize local structures such as local committees; and (vi) being well positioned in the targeted communities which enabled an efficient targeting and selection practices.

The project structure comprised five local staff members: (i) 3 part-time staff members for 12 months, 1 at the capacity of 30% for project management and 2 at the capacity of 20% for administration and accounting; and (ii) 2 full-time project staff, a project coordinator for 15 months and a field supervisor for 12 months. The local team was supported by two expat personnel from SPF: (i) 1 full-time as the project coordinator for 15 months and (ii) support services from SPF headquarters in Spain.

The evaluation team found the project benefited from an adequate structure and a reasonable size team which enabled efficient management and implementation of activities. This finding was further confirmed by the project coordinators from UAWC and FPSC. Furthermore, the project exhibited good institutional, management and technical capacity in terms of staff experience and commitment which have contributed to the project effectiveness and efficiency. Among the areas for improvement found at the management level is project monitoring and evaluation as illustrated in the project monitoring and measurement section below. This is an area that requires attention from UAWC to improve future projects implementation. Evaluation activities with the project beneficiaries have further validated and echoed the soundness of the project structure and modalities. Around 88.3% (53 out of 60) of the respondents of the evaluation survey with the beneficiaries of the land rehabilitation and greenhouse rehabilitation activities evaluated the project implementation mechanisms as good while only 11.7% (7 out of 60) evaluated the mechanism as average and none evaluated the implementation mechanisms as poor. Similarly, the vast majority of participants in the evaluation FGDs and KIIs with beneficiaries highly evaluated the technical capacity, skills and efficiency of the project team. The vast majority of FGD participants (about 90%) highly evaluated the technical capacity of project staff. A 44 year old farmer from Rafah said *“UAWC staff were highly skilled and showed a high degree of professionalism and flexibility to accommodate our needs”*.

PROJECT MONITORING AND MEASUREMENT

The living document for the monitoring and implementation of the project was the implementation plan that showed a detailed activity by activity plan. The project invested great efforts for monitoring and follow-up the implementation of the project activities. Monitoring and follow-up activities included field visits and group meetings with farmers. Furthermore, members of the local committees played an important role in supporting the project monitoring and follow-up efforts. *“Our role starts with the start of the project. We help in identifying beneficiaries most in need for assistance and continue throughout the implementation process. We also participate in the activity evaluation conducted by UAWC either through direct contact with the farmers at their land or through meetings at the UAWC offices.”* A 56-years old local committee member from the North.

All respondents of the evaluation survey with the beneficiaries of the land rehabilitation and greenhouse rehabilitation positively evaluated the project monitoring efforts. Around 88% (53 out of 60) of them evaluated these efforts as very good (89% for the land rehabilitation and 88% for the greenhouse rehabilitation) and good compared to 12% (7 out of 60) who evaluated it as poor (11% for the land rehabilitation and 13% for the greenhouse rehabilitation). Participants in the FGD for both the land rehabilitation and greenhouse rehabilitation activities all confirmed the existence of continuous

monitoring during the implementation of works. Participants confirmed that field visits were conducted at all stages of implementation. *“The monitoring mechanisms were very good, the project supervisors were following up every detail of the activity implementation. They used to monitor the quality of implementation and installation of the various components for the land rehabilitation and make necessary adjustments as needed.”* A 45-years old male farmer from Beit Hanoun.

At the level of project management (particularly results monitoring and measurement), documentation review indicated that a baseline survey was conducted to establish baseline figures for the various project indicators but no endline survey was conducted to measure impact. It was also found that the project logical framework was used as a tool for monitoring results. In spite of this fact, interviews with the project team coupled with documentation analysis revealed the following factors that have contributed to weakening the monitoring efforts at the results management level:

- (i) **Absence of M&E plan** as the reference tool for measuring results and hence assessing objective attainment. For a technically oriented organization (such as UAWC) that focus on implementation in the field, having a M&E plan is essential to provide better definitions for project indicators, data source, methods and frequency of data collection, responsibilities of data collection among implementing partners and analysis methodology for measuring project indicators. The evaluation team found this as one of the major limitations in the project.
- (ii) **Project indicators:** The project under evaluation is a livelihood improvement project through rehabilitation of agricultural lands and greenhouses. None of the indicators in the project log frame refer to improved livelihood of beneficiary farmers and their families. Indicators at the objective level focused on outputs and quantitative measurement where capturing longer-term effects and change can only be measured through outcome and qualitative indicators. It is worth mentioning here that the baseline survey included qualitative indicators to measure change but the lack of endline survey limits the ability of the project management to measure impact/effect on livelihood.
- (iii) **Employed tools for monitoring and results measurement:** Indicators definition and anticipated results were not translated into tools that would ensure collecting relevant and verified information that can be systematically used for analysis of data for the proper monitoring and results measurement.

The evaluation team found that developing M&E practices using results-based management strategies is among the main areas for improvement that require noted efforts in capacity building, systemization of practices and development of context-relevant tools.

UTILIZATION OF FUNDS AND FINANCIAL EFFICIENCY

Review of project financial report and procurement documents as well as interviews with the project team revealed that the project exhibited good practices in procurement. Good procurement practices allowed for an efficient oversight of funds and ensure timeliness of the action which is a key element for enhancing the project cost-effectiveness. Also, the project presented good practices of supervision over the utilization of the project resources. The project benefitted from the services of a project manager (at 30% of salary), and administrative assistant (at 20% of salary) and an accountant at (20% of salary). In addition, the project benefitted from some support of M&E function (although still under developed) which was recently mainstreamed across all UAWC operations through the creation of M&E department in the Gaza office). The evaluation team could not find a reference for an M&E specialist as part of the project staff and finds this an area for improvement in future projects. Both SPF and UAWC are encouraged to include the services of an M&E staff member on a cost sharing basis as part of projects staff. This finding was presented in a previous evaluation for a joint SPF-UAWC project, however the evaluation team could not find evidence that actions have been taken to remedy this problem.

Review of the project financial report as it stands until the time of this report preparation illustrated that budget line items directly linked to provision of the project activities (Land and greenhouse rehabilitation and Training of Trainers) and hence the attainment of the project objective and results constituted around 85% of the total direct costs of the project of which personnel direct costs (UAWC and FPSC) represented 29%. Given the project focus on the provision of physical technical assistance coupled with a very small soft component, the evaluation team found that generally the structure of the project budget to be supportive to project realization. Still one area of improvement for future interventions is the revision of personnel direct costs which is relatively high for the scale of the project.

As noted in the limitation section, documentation review and evaluation interviews with the project team revealed the absence of a systematic approach for measuring cost-effectiveness or value for money (VfM) that: (i) defines a methodical way for analysis across the different provided activities; and (ii) identifies and captures associated criteria, baseline data and benchmarks even at the level of previously delivered similar activities. While acknowledging limitations associated with operating environment and availability of needed expertise in this field, the project did not assess cost-effectiveness of the delivered activities to allow for a sound and systematic calculation of costs per beneficiary in relation to project objective and results and hence presenting an assessment of alternatives for advancing cost-effectiveness. This situation has undermined the ability of the evaluation team to analyze operational performance trends in a methodical manner that supports presenting concrete conclusions that quantify the benefits of the project activities on beneficiaries in monetary terms (monetary value of the produced change). The evaluation team found systemizing the process of assessing cost-effectiveness and more importantly VfM among the key areas for improvement where the expertise of SPF can be utilized to build needed capacities in this area within UAWC. Table 3 presents a simple illustration of the cost of the delivered activities per beneficiary.

Project Activity	# of Beneficiaries	Total cost of delivered activity ¹¹	Cost of activity/primary beneficiary
Land Rehabilitation	55	80,067	1456
Greenhouse Rehabilitation	50	46,192	924

Table 3: Illustration of the cost of the delivered activities per beneficiary

Box 2: Naji, A new start ... A new life

Naji, a 48-years old farmer from Beit Hanoun, married with a family of 9 (5 sons and 4 daughters). Naji has 3 married sons who live with him in the same house. Naji's family are farmers for a long time and agriculture has always been their only source of income.

Naji used to own an orchard planted with lemon and oranges which was his main source of income. After bulldozing his land in the 2008 war on Gaza, he lost this income and his family economic conditions deteriorated. *"Now I depend mainly on planting my land with vegetables which does not yield as much as the citrus trees do"*. The project helped Naji replant his land with citrus trees. In addition, his land was also planted with vegetables between the citrus trees. *"After the project I made the decision to rent additional 5 donums of land to improve my income and create employment for my sons. The costs savings made by the project in addition to the income made from the planted vegetables enabled me to pay some of the rent"*. As a result of the installed irrigation network for vegetable planting, Naji is able to plant his land at least 3 times per year with different vegetables which made better utilization of the land. *"The provided irrigation network is still in a good condition which I am still able to use"*.

The provided training and extension services by project staff increased profits since Naji and fellow farmers are able to take a better care of their plants. *"The agronomist from UAWC helped me deal with insects that eat my potato causing loss in income"*.

Naji now has his small agricultural project that he hopes to grow and increase the size of his repaired land. He has a steady source of income for his family.

¹¹ Calculations were based on direct costs associated with land rehabilitation and greenhouse rehabilitation. Other costs are not included (staff, operational costs, etc.). The cost for delivered training is not included in this calculation since the provided financial report does not yet include this cost.

This chapter addresses the effect/impact of the project on targeted beneficiary groups. It also discusses the beneficiary and stakeholder perceptions and views on the projects' effect/impact.

THE EXTENT OF THE IMPACT

This evaluation comes directly after the project completion, which does not allow for the realization of an impact or analysis of long-term effects. Therefore, the evaluation team in this section assesses the project immediate and direct effects against set project indicators.

The evaluation team found that the project has benefited:

- (i) as primary direct beneficiaries: a total of 105 farmers (55 through the land rehabilitation activity and 50 through the greenhouses rehabilitation activity) and a total of 64 workers (50 through the land rehabilitation activity and 14 through the greenhouses rehabilitation activity) .
- (ii) as secondary direct beneficiaries representing the families of the direct beneficiaries: a total of 1,192¹² individuals of whom 541 are children and 18 are persons with disabilities (391 through the land rehabilitation activity, 370 through the greenhouses rehabilitation activity and 338 through temporary employment opportunities activity).
- (iii) a total of 9 private businesses where a total sum of €116,889.3 was injected in the private sector as a result of purchasing materials and services necessary for realization of the project mandate. This in turn has contributed to the revitalization of the private local market.

As mentioned in earlier sections, project objective and results achievement was monitored and measured through nine indicators (several of them were measuring more than one variable at the time). From a quantitative aspect, documents review and analysis revealed that the project has met and generally even exceeded set targets for 6 indicators and under achieved for 3 indicators. The evaluation team identified two factors that have influenced the achievement of those 3 underachieved indicators: (i) introduced changes on number of targeted beneficiary farmers and the allocation of workers per project activity were not reflected in the logical framework; and (ii) inability to meet set target for number of donums to be rehabilitated due to having one farmer owning a land of 1.2 donums (all the available land he owns) rather than the planned for 2 donums. Table 4 below presents the project indicators (targets and achieved) for the project objective and two results set forth in the logical framework.

Indicator	Unit	Target	Achieved	% of achievement
Specific Objective				
Gardens and greenhouses of 200 farmers have been rehabilitated and agricultural production is restarted.	Farmer	200	105	52.5%
64 unemployed workers have benefited from temporary employment opportunities until the end of the project.	unemployed worker	64	64	100.0%
Project Result 01				
110 donums of damaged agricultural land are rehabilitated (including cropping of citrus seedlings) and are cultivated at the end of the project.	Donum	110	109.2	99.3%
At the end of the project, 55 farmers have rehabilitated their agricultural assets and, at least 80% of beneficiary households have restarted the agricultural production.	Farmer	55	55	100.0%
	% BENF HH	80%	87.3%	109.1%
50 damaged greenhouses have been rehabilitated (of a dunam of surface) and seedlings have been provided and the production begins at the end of the project.	Greenhouse	50	50	100.0%
At the end of the project, 50 greenhouse farmers have recovered the agricultural production in greenhouses and, at	Greenhouse	50	50	100.0%

¹² The stated figure represents an actual count of the total number of family members of beneficiary farmers as presented in the pre and post questionnaire data.

least, 80% of the beneficiary households have restarted the agricultural production to the levels before being damaged.	% BENF HH	80%	100.0%	125.0%
Project Result 02				
48 unemployed workers (12 of them are qualified and 36 non-qualified) have incomes (€ 12-15 per working day) for a period of 25 days during the project implementation.	unemployed worker	48	50	104.2%
	Wages/day	€ 12-15	€ 12-15	100.0%
	workday/worker	25	25	100.0%
Unemployed workers (8 of them are qualified and 8 non-qualified) have incomes (€ 12-15 per working day) for a period of 25 days during the project implementation.	unemployed worker	16	14	87.5%
	Wages/day	€ 12-15	€ 12-15	100.0%
	workday/worker	25	25	100.0%
5 agricultural technicians are qualified under the training of trainers approach.	Trainee	5	8	160.0%

Table 4: The extent of the effect/impact through an illustration of project Indicators (Planned Vs. Achieved)

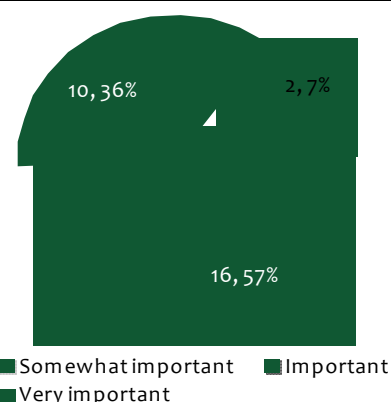
THE DEPTH OF THE IMPACT

The evaluation various activities revealed that the project has produced several visible positive effects on different beneficiary groups defined by the project key documents.

▪ Beneficiary farmers of the land rehabilitation activity:

Analysis of the LRS indicated that the project has achieved a high level positive effect on beneficiaries despite the raised concerns on: (i) the need for more time for realizing the impact of cultivated trees; and (ii) the precondition of having access water source to benefit from the project. The vast majority (82.1% representing 23 out of 28) of the LRS respondents were very satisfied with their participation in the project. As presented in figure 1, around 35.7% (10 out of 28) of the LRS respondents indicated that the land rehabilitation activity was very important in supporting their families, around 57.1% (16 out of 28) found it important and around 7.1% (2 out of 28) found it somewhat important. Also, around 50.0% (14 out of 28) indicated that their HH income increased, around 32.1% (9 out of 28) indicated that it remained the same compared to 17.9% (5 out of 28) who indicated that decreased. Table 5 below illustrates how has the received services from the project helped the beneficiary farmers in the short term.

Figure 1: Distribution of LRS respondents (n=28) perception of the importance of the received project services in supporting their families.



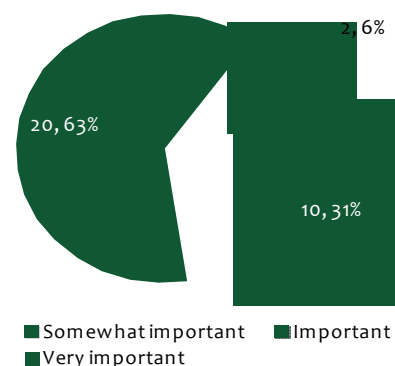
Effect	N	%
Restarted agricultural production	26	92.9%
Access to water	21	75.0%
Saving in production costs	18	64.3%
Enhance the resilience of the family	18	64.3%
Increase cultivated area	17	60.7%
Increase agricultural production	15	53.6%
Improved income	14	50.0%
Improving food security condition for the family	12	42.9%
Securing funds to cover other needs	10	35.7%
Improving living conditions of the family	9	32.1%
Contributing to debt payment	8	28.6%
Improving health status of the family	8	28.6%

Table 5: Distribution of LRS respondents (n=28) perception of how the received project services helped them in the short term.

The FGD with beneficiary farmers of the land rehabilitation activity echoed the positive effects of the activity, including: (i) increased ability to resume agricultural production to the levels prior to the damage; (ii) enabled the beneficiaries to continue working in agriculture which is a key livelihood sector in the Gaza Strip; (iii) facilitated increasing the cultivated areas of their lands; (iv) helped increase their income level; (v) improved their living conditions; and (vi) enhanced their coping and resilience. *“The project enabled to resume an important economic activity that we depended on before these difficult conditions. It helped my family in re-cultivating our land and most importantly helped us save more than \$3,000 in production cost which we did not have. The project was vital where it helped me improve my income and secure expenses for my family.”* A 63 years old beneficiary with a family of 6 members from Beit Hanoun.

▪ **Beneficiary farmers of the greenhouses rehabilitation activity:** Analysis of the GHRs has also highlighted the positive effect of the project services on beneficiary farmers. The vast majority (90.6% representing 29 out of 32) of the GHRs respondents were very satisfied with their participation in the project. Figure 2 illustrates that around 62.5% (20 out of 32) of the GHRs respondents indicated that the greenhouses rehabilitation activity was very important in supporting their families, around 31.3% (10 out of 32) found it important and around 6.3% (2 out of 32) found it somewhat important. Also, around 53.1% (17 out of 32) indicated that their HH income increased, around 25.0% (8 out of 32) indicated that it remained the same compared to 21.9% (7 out of 32) who indicated that their HH income decreased. Table 6 below illustrates how has the received services from the project helped the beneficiary farmers in the short term.

Figure 2: Distribution of GHRs respondents (n=32) perception of the importance of the received project services in supporting their families.



Effect	N	%
Increase agricultural production	29	90.6%
Restarted agricultural production	25	78.1%
Saving in production costs	24	75.0%
Enhance the resilience of the family	24	75.0%
Improved income	20	62.5%
Improving food security condition for the family	16	50.0%
Improving living conditions of the family	15	46.9%
Contributing to debt payment	11	34.4%
Securing funds to cover other needs	4	12.5%
Improving health status of the family	2	6.3%

Table 6: Distribution of GHRs respondents (n=32) perception of how the received project services helped them in the short term.

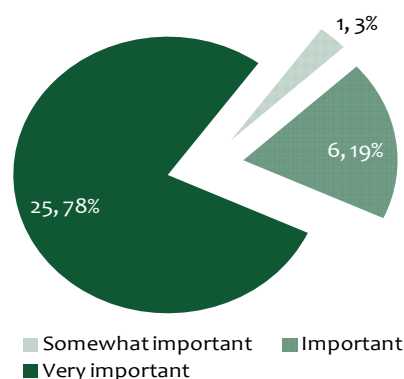
Both FGDs with beneficiary farmers of the greenhouses rehabilitation activity confirmed the importance of the project and the positive effects it had, including: (i) enabling them to resume agricultural activities; (ii) increased agricultural production for some of them and enabled all of them to reach their production levels before the damage; (iii) helped farmers secure 40-55% of the needed agricultural production costs through the received assistance; (iv) protecting their crops from harmful pests due to the good quality rehabilitation of the greenhouses; (v) helped increase HH income and improved living conditions; and (vi) enhanced the farmers and their families resilience and ability to bear the hardships conditions. *“Rehabilitation of the greenhouse has benefited both the farmer and his family. Now I work and produce more than before, in fact my production has increased significantly and the project secured more than 40% of the needed cost for rehabilitating the greenhouse. This all led to the enhancing our resilience and ability to face the difficult condition we live in.”* A 38 years old beneficiary with a family of 8 members from Rafah.

- **Beneficiary workers of the temporary employment opportunities activity:** In spite of the short duration of the temporary employment cycle (25 working days per worker), the analysis of the WS revealed that this activity had a number of positive effects on the lives of the beneficiary workers. The vast majority (93.8% representing 30 out of 32) of the WS respondents were very satisfied with their participation in the project. Also and as presented in figure 3, around 78.1% (25 out of 32) of the WS respondents indicated that the temporary employment activity was very important in supporting their families, around 18.8% (6 out of 32) found it important and around 3.1 (1 out of 32) found it somewhat important. Table 7 below illustrates how the temporary employment activity helped beneficiaries on the short term.

Effect	N	%
Providing a job opportunity	32	100.0%
Providing a source of income	25	78.1%
Contributing to debt payment	23	71.9%
Improving living conditions of HH	21	65.6%
Improving food security condition for HH	20	62.5%
Enhance the resilience of HH	20	62.5%
Improved income	14	43.8%
Improving health status of HH	10	31.3%
Securing funds to cover other needs	10	31.3%

Table 7: Distribution of WS respondents (n=32) perception of how the temporary employment activity helped them in the short term.

Figure 3: Distribution of WS respondents (n=32) perception of importance of the temporary employment activity in supporting their families.



The FGD with beneficiary workers revealed similar results regarding the effect of the temporary employment activity, where there were a consensus on the immediate yet short term positive effects, including providing a source of income and improving living conditions. *“Living conditions of the family have improved as the project helped secure a source of income even for a short period of time, but we are able to provide the basic needs of the house”*. A 42 years old beneficiary with a family of 10 members from Beit Hanoun.

- **Beneficiary trainees of the agricultural ToT activity:** The evaluation team found that the project through the provided ToT activity has successfully contributed to: (i) introducing the trainees to recognized international experiences that are successful in areas with the similar agricultural climates; (ii) increasing the knowledge of trainees about the physiology of citrus plants and irrigation systems at the theoretical and practical implementation levels; (iii) motivating the trainees to devise more effective intervention mechanisms and approaches to better engage with beneficiary farmers and address their needs; (iv) stimulating the trainees to replicate successful practices in citrus cropping in the Gaza Strip; and (v) enhancing the trainees technical capacity to provide support and advice to farmers and encourage practical implementation. The evaluation team believes that the gained new skills and knowledge through this ToT facilitated the creation of mobile knowledge points that shares know-how and provides extension services to the sector at large across the Gaza Strip. *“The training provided us with a wealth of information that has positively enriched both our theoretical and practical experience. We have invested this gained knowledge and shared it with different project beneficiaries in the field and committee members. This has indeed made a difference”*. 45-years old male trainee from UAWC.

GENDER LEVEL IMPACT

Women make an essential contribution in the agriculture sector in the Gaza Strip, still their contribution remains invisible and rarely recognized. This is mainly due to limiting their role to extensive chores and

farm work rather than owning farms and controlling agricultural revenues. This fact constitute a major constrain to promoting gender equality in projects targeting the agriculture sector at large. With that being said, the evaluation activities revealed a general consensus that the project exhibited some good practice in promoting gender equality in spite of prevailing norms. For example, documentation review and analysis revealed that around 10.5% (11 out of 105) of the project beneficiary farmers were women. Specifically, around 12.7% of the land rehabilitation beneficiaries and 8.0% of the greenhouses rehabilitation beneficiaries were women. This good practice was promoted and evident in the project announcement and the selection of beneficiaries which encouraged women participation and gave application for women-owned lands/greenhouses priority in selection.

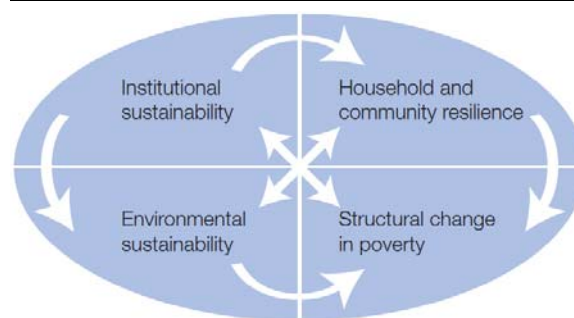
While acknowledging the efforts invested by the implementing partners in this area, the evaluation team believes that a noted area of improvement for future interventions is to better articulate this focus at the levels of: (i) activities design; (ii) monitoring, analysis and reporting practices; and (iii) outreach to potential beneficiary women.

This chapter discusses sustainability aspects of the projects' activities and results after its completion. Also, it identifies and examines challenges that might hinder the project sustainability and how to mitigate them.

SUSTAINABILITY OF PROJECT RESULTS

Advised by commonly adopted dimensions of sustainability in livelihoods development and food security projects, the evaluation team found that UAWC and SPF have focused on four essential dimensions of sustainability presented in figure 4 to the right. Within this context, the evaluation team found the project presented tangible results supporting the successful achievement of the first two dimensions of sustainability, as discussed below, during the project cycle/duration. Although the second two dimensions tackle issues that require more than one project cycle and persistent developmental efforts to be achieved. The project has presented positive signs and noted efforts in terms of approach, mind-set and implementation mechanisms for realizing the second two sustainability dimensions. Specifically, the evaluation team pinpointed the following key dimensions supporting long-term sustainability of the project results:

Figure 4: Multiple dimensions of sustainability in livelihoods development projects¹³



Specifically, the evaluation team pinpointed the following key dimensions supporting long-term sustainability of the project results:

1. **Institutional sustainability dimension:** Analysis of different evaluation activities revealed that the project had successfully focused on institutional sustainability which was found as a critical aspect of the project exit strategy. Result 2 “Resilience capacity of small farmers has been increased in three governorates of the Gaza Strip, through training and employment creation” enabled leaving a legacy of functional capable existing local structures that can operate a self-sustaining operation once the project ends. Main contributors to building and promoting institutional sustainability included:
 - **Institutional capacity building:** The project invested in capacity building through a structured on-line¹⁴ competency-based training that qualified a team of 8 participants (2 females and 6 males, including senior and junior engineers as well as technicians) in fields of physiology of citrus cropping and localized irrigation. A team of experts from the Polytechnic University of Valencia (UPV) delivered the training using ToT approach that was supported by reproducible good quality reference materials. The evaluation team found that through this training, UAWC managed to build capacity, gain experience and accumulate institutional knowledge. The 8 trainees became a source of knowledge that were accessible to the targeted farmers and served communities.
 - **Building farmers’ assets and provision of necessary in-field support to help manage these new assets:** The project invested in rehabilitation services for 105 farmers that included the provision of necessary inputs to foster the restart of agricultural operation. The institutional assets building aspect of the project was coupled with in-field technical support in the form of training, transfer of know-how and some targeted technical on-site extension services. Around 78.3% (47 out of 60) of the GHRS & LRS respondents confirmed receiving a training from the project, of whom around 82.4% (42 out of 47) found the provided training to be extremely useful in improving their work. This aspect supported the farmers with necessary skills and knowledge to enable better management of the new assets and hence was critical to the sustainability of the project results. The evaluation team found this model to be key for enhancing the project’s sustainability prospects as it focused on exposure to new standards and learning by doing.

¹³ The eighth in a series of discussion papers produced by the Asia and the Pacific Division, IFAD 2009

¹⁴ As originally designed, the training was planned to take place in Spain at UPV. Due to movement restrictions on the Gaza Strip, participants travel was not possible and hence the training was delivered on-line.

- **Active participatory approach and involvement of the local structures in the project management and decision-making:** As reflected by the vast majority of the participants in the evaluation FGDs and KIIs, the project promoted active involvement and participation in decision-making which lead to an increased sense of project relevance and ownership among stakeholders. Involvement and consultation efforts were mainstreamed across the project and included needs analysis, refining selection criteria, beneficiaries' selection, defining technical specifications for rehabilitation materials and identifying implementation mechanisms that best serve project beneficiaries. Around 91.7% (55 out of 60) of the respondents of the GHRS & LRS confirmed having a strong sense of ownership of the project results. The evaluation team found that the project succeeded in securing and promoting decision-making in a transparent manner which supported institutional ownership of project, its activities and results. Furthermore, it facilitated building sufficient networking within the targeted communities as a key enabler for sustainability. *“Our engagement enabled identifying and reaching cases that are most in need for the project services. We played a positive role from the beginning and our engagement was both valued and appreciated by the farmers. We participated in the project activities, including supervising the supply of rehabilitation materials and having regular meetings with the farmers to assess the project activities and ensure that they are implemented as planned and more importantly are meeting their needs.”* The head of Gaza-Zytoon area local committee.
- 2. Household and community resilience dimension:** This dimension received noted attention in the project at the level of design, planning and implementation. Documentation review and evaluation activities revealed a clear direction and a strong commitment towards actions (mainly rehabilitation activities) that promoted an increase in household income with the ultimate goal of enhancing resilience and food security. Specifically, cultivation of vegetables was a main activity for all farmers benefiting from the project which facilitated a faster track towards resuming agricultural production and securing an income source. Around 70.0% (42 out of 60) of the GHRS & LRS respondents and around 62.5% (20 out of 32) of the WS respondents confirmed that the project has contribute in enhancing the resilience of the family. Furthermore, around 95.0% (57 out of 60) of the GHRS & LRS respondents confirmed that the project has contribute in helping them in the long term and around 98.3% (59 out of 60) confirmed that the project has contribute to developing their capabilities. Notably, around 53.1% (17 out of 32) of the WS respondents confirmed that the project has helped them in the long term (in spite that CfW interventions are not sustainable by design) and around 84.4% (27 out of 32) confirmed that the project has contribute to developing their capabilities. The evaluation team found these activities have helped building household and community resilience through the provision of a sustainable access to affordable and good quality food production inputs and services. Due to the timing of the evaluation, not all beneficiary farmers (particularly those receiving citrus seedling reached that stage of the project due to necessary time for realizing results. Still, the evaluation team has strong evidence supporting that the project has created a situation in which households and communities will be able to handle dynamic and unexpected changes in the future and continue agricultural production.
- 3. Environmental sustainability:** The evaluation team found the project at large and the rehabilitation of around 160 dunams of agricultural lands and surfaces has supported this dominion of sustainability. Around 67.6% (25 out of 37 respondents) of the participants in the evaluation FGDs & KIIs found the project activities have: (i) supported a change in behavior and appreciation for the environment; and (ii) promoted the adoption of collective actions in the targeted communities that are in favor of environmental sustainability. This was more evident among the participants in the FGDs with farmers, where the vast majority confirmed that their participation in the project resulted in many benefits among which is preserving the environment through cultivating lands that were either damaged or left uncultivated due to difficult financial conditions. The evaluation team found that the project is showing positive signs towards promoting and establishing environmentally sustainable production systems in the targeted communities. This was found most valuable given the limited natural resource which is critical to the maintenance of household income and assets. Furthermore, the evaluation team believes that the institutional capacity building component of the project was vital to environmental sustainability as it helped introducing environmentally-friendly agricultural technology and know-how.
- 4. Structural changes in poverty:** This is one of the hardest to achieve dimensions of sustainability as it entails many players, the availability of a national strategy, a complex multiphase intervention approach and several project cycles (programs with longer timeframes). The evaluation team found the project

has facilitated the empowerment of poor marginalized individuals within the targeted communities to overcome food insecurity and difficult financial situation through two main mechanisms: (i) rehabilitation services that enabled resuming agricultural production and hence securing a source of income and some food items for the household consumption; and (ii) provision of a temporary employment opportunities that helped secure a source of income for a limited period of time. *“The project had an impact on the whole family, our income improved which made us feel more secure and ensured the availability of food items as well as the ability to purchase our needs.”* 80 years-old male beneficiary of the greenhouses rehabilitation activity. Although the project logical framework did not include specific indicators on food security, the evaluation team used the food security indicators defined in the project baseline report ¹⁵ shared as part of the desk review documents. Table 8 below presents the evaluation findings which are supportive of the project contribution food security improvement among the project beneficiaries.

Indicator	Baseline	Evaluation Result	Evaluation comment
Change in household food consumption at the last three month			
% HHs who have reduced their food consumption	30%	18.5%	Positive increase by 11.5% in favor of HHs not reducing food consumption which is directly attributed to the project.
% HHs who have not reduced their food consumption	70%	81.5%	
Household food security level			
Food secured: % HHs who have enough food meeting their needs.	6.2%	13.0%	Positive increase by 6.80% in favor of HHs moving from being food semi-secured to food secured. Positive decrease by 1.4% in favor of HHs moving from being food moderate-insecure to the other two categories. Both positive results can be directly attributed to the project.
Food semi-secure: % HHs who have not enough food meeting their needs rarely.	81.5%	76.1%	
Moderate-insecure: % HHs who have not enough food meeting their needs some times.	12.3%	10.9%	
Change in food quantity and diversity due to insufficient income			
% HHs who had to eat a limited variety of foods.	56.8%	56.8%	Overall, the evaluation results showed very minor changes in the HHs behavior with respect to food quantity and diversity.
% HHs who had to eat food they did not want to.	16.0 %	15.9%	
% HHs who had to eat smaller meals than they considered adequate.	23.5%	24.1%	
% HHs who had to skip meals that they thought they needed.	3.7%	3.2%	

Table 8: Food security indicators calculation comparing baseline data with results of final evaluation.

CONSTRAINTS TO SUSTAINABILITY

The project operated in complex political surroundings, aggravated by the difficult socioeconomic environment and challenges associated with the project short duration coupled with some budget limitations. The evaluation team spotted the following three main challenges and constraints that might hinder the sustainability of the project results:

1. External challenges associated with operating environment that are beyond the control of the project:

- Ongoing and recurrent Israeli assaults that systematically target the agricultural sector which represents one of the main sources of livelihood for Palestinians living in the Gaza Strip. This is an external factor that is beyond the control of the project. Information sharing and empowering framers to actively participate in advocacy efforts lead by UAWC and other human rights organizations is an area where inclusion of structured advocacy activities would contribute is mitigating this challenge.
- Unavailability of some of the required rehabilitation materials coupled with the lengthy and complicated process of importing items to the Gaza Strip has affected the adherence of some of the contractors to set implementation schedule. This is an external yet expected challenge in all

¹⁵ To enable sound comparison the evaluation team used the same questions included in the project baseline survey form into the 3 surveys used for this evaluation and followed the same analysis process defined in the baseline report.

interventions requiring imported items that is beyond the control of the project. The evaluation team found UAWC ability to plan and efficiently utilize accumulated experience, particularly in procurement, are key enabling factors that helped the project mitigate this challenge and minimized its effect on the implementation process.

- Natural and weather conditions such as wind, storms and temperature increase which according to few of the interviewed farmers has negatively affected the received assistance and jeopardized the sustainability of the project results. Although this did not constitute a major sustainability constraint, the evaluation team believes it should be better accounted for in devising implementation schedules and guarantees from awarded contractors.

2. Marketing limitations: Products and services marketing is a common constraint facing all projects and business in the Gaza Strip. This constraint has been further aggravated by the worsening economic conditions. Evaluation FGDs and KIIs reveal that marketing capacity is a noteworthy constraint of the project sustainability at large due to seasonality of production and type of produced product. The evaluation team believes that any future project should focus on creative marketing interventions through incorporation of targeted activities in the project.

3. Short project duration coupled with limited financial resources and high cost of production inputs: Around 48.6% (18 out of 37) of the participants in the evaluation FGDs and KIIs indicated that the provided funding and allocated time frame for support was short to enable a full turnover of invested capital and hence facilitate a smoother path to sustainability. On average, interviewees estimated the need of at least two years project cycle which is supported by the evaluation team. This finding was more evident in the FGDs with the workers and land rehabilitation beneficiaries. All WS respondents identified the project short duration as the key element hindering the project sustainability. While acknowledging that the project budget was the main determining factor for number of beneficiary workers, number of working days and value of the daily wage in the CfW activity, the evaluation team believes that any future project should allocate higher budgets to this activity. On the other hand, GHRS & LRS respondents identified the following as the main element hindering the project sustainability (presented according to frequency of selection): (i) lack of access to a stable source of water coupled with high cost of existing ones; (ii) lack of cash to continue in agriculture; and (iii) high production costs, particularly water and fertilizers. The evaluation team believes that addressing water shortage should continue as a strategic priority for UAWC and SPF interventions in the Gaza Strip through: (i) drilling wells; (ii) establishment of water collection pools; and (iii) provision of solar energy for operating water pumps.

CONCLUSION AND RECOMMENDATIONS

MAIN CONCLUSION

Relevance: Within the context of this evaluation, the evaluation concludes that both SPF and UAWC were able to utilize available research and official documents to understand the local context and were able to effectively operate and deliver under the adverse conditions created by the Israeli military offensive and the difficulties created by 11 years of closure on the Gaza Strip. Based on this extensive knowledge, the project was able to respond to beneficiaries needs including the provision of rehabilitation of agricultural land and greenhouses. In addition, the project managed to provide farmers with training on best cultivation and irrigation methods.

A noted effort was found to consult and coordinate with relevant stakeholders working in this sector to align the project activities with the efforts of other local and international organizations.

Effectiveness: The evaluation concludes that UAWC and SPF were able to design and deliver three activities which the evaluation team found to present good contribution logic and enabled realizing the project overall objective. The project contributed to increasing area of planted Land, increasing production of agricultural products and improving income levels. The evaluation confirms the presence of a documented selection criteria developed specifically for all activities implemented by the project. The evaluation team found that beneficiaries' engagement and involvement differed at different stages of the project with a more visible engagement during implementation than other stages.

Efficiency: The evaluation concludes that the project was well managed and organized. Activities were achieved on time and implemented in a cost-efficient manner. Key enablers of the project efficiency and ability to meet set objective and results were: (i) having an adequate structure and a reasonable size team; (ii) SPF and UAWC partnership modality; (iii) mobilizing of local committees in the targeted areas; and (iv) good practices in procurement and supervision over the utilization of the project resources. Development of M&E practices and cost-effectiveness to quantify project benefits at the level of beneficiaries in monetary terms are among the main areas for improvement that require noted efforts in capacity building, systemization of practices and development of context-relevant tools.

Effect/Impact: At the immediate level, the project had positive and visible effects on the lives of the targeted beneficiaries. The project benefited: (i) as primary direct beneficiaries a total of 105 farmers and a total of 64 workers; (ii) as secondary direct beneficiaries representing the families of the direct beneficiaries a total of 1,192 individuals of whom 541 are children and 18 are persons with disabilities; and (iii) total of 9 private businesses where a sum of €116,889.3 was injected in the private sector as a result of purchasing materials and services. A noted tangible effect the project had on the served communities is that poor people have improved access to quality and quantity of food which directly enhanced their food security level. Specifically, the project: (i) enabled farmers resume agricultural activities; (ii) increased agricultural production and enabled reaching production capacity to levels before the damage; (iii) helped farmers secure 40-55% of the needed agricultural production costs through the received assistance; (iv) helped increase HH income and improved living conditions; (v) enhanced resilience through helping beneficiaries and their families better cope with the worsening conditions in the Gaza Strip; (vi) facilitated acquiring new experiences and have access to relevant and practical know-how; and (vii) facilitated the creation of mobile knowledge points for sharing know-how gained through ToT activity and providing extension services to the sector at large across the Gaza Strip.

Viability: Given the operating environment and levels of vulnerability, sustainability remains a critical challenge for all actors operating in the Gaza Strip. The evaluation concludes that the project is a strategic contributor in developing prospects for recovery and sustainable growth at the long-term while realizing an immediate positive effect at the short-term. The project showed a strong focus on the sustainability aspects which fostered a strong sense of ownership among beneficiaries. UAWC and SPF have placed a high priority on identifying enabling factors for sustainability and devising an approach supported with a diversity of functioning mechanisms for its realization. By design, the project rehabilitation and training activities incorporating built-in factors that ensured the sustainability of planned results, including: (i) securing access to good quality inputs necessary for restarting agricultural production among the targeted 105 beneficiary

farmers; (ii) support the agricultural production cycle with 1,600 work days thorough the provision of temporary employment opportunities using CfW mechanism; (iii) focus on capacity building through competency-based training supported by good quality reference materials; (iv) extending in-the-field technical support and advisory services to the targeted 105 beneficiary farmers; (v) strengthening local structures “local committees” and mobilizing them as a key resource within targeted communities; and (vi) increasing food production &/or accessibility for family consumption which improved food security and resilience among the 169 beneficiary households directly targeted by the project. On the other hand, CfW is a short-term fast track mechanism providing immediate and temporary solutions that are not sustainable by design. The provided opportunities helped 64 workers secure a short-term source of income that facilitated some temporary financial relief. Still, the project implementing partners are commended for: (i) using CfW as a crosscutting mechanism for securing necessary human resources for the project implementation which further developed prospects for sustaining project results; and (ii) acknowledging the severe unemployment rates and poverty conditions in the Gaza Strip and attempting to address them, in spite project budget limitation.

RECOMMENDATIONS AND LESSONS LEARNED

- 1) Developing monitoring systems and practices to focus on quality of performance and continuous learning, through (i) having a well-developed M&E plan in place; (ii) better selection and definition of indicators and the rationale of adopted assumption for setting targets; (iii) focusing on outcomes rather than outputs when planning activities and translating this into outcome level qualitative indicators; (iv) better design of monitoring tools to be advised by the project results while insuring continuous and proper verification, recording and documentation of gathered information; and (v) implementation of both baseline and end line surveys to enable measurement of impact .
- 2) Developing systematic approaches for assessing and measuring cost-effectiveness and VfM, through collective efforts with key actors engaged in the agriculture sector (local and international), for: (i) defining methodical methods suitable and context relevant to the Gaza Strip in agriculture actions; (ii) benchmarking internally and with others to ensure that costs are well considered based on the quality of the products and the impact on beneficiaries; and (iii) enhancing awareness of staff on cost-effectiveness and VfM at large through investing in focused capacity building activities.
- 3) Assessing the training needs of beneficiaries prior to designing and implementing training programs for farmers.
- 4) Better articulation of the project focus on gender aspects at the levels of: (i) activities design; (ii) monitoring, analysis and reporting practices; and (iii) outreach to potential beneficiary women.
- 5) Inclusion of structured advocacy activities to empower farmers to actively participate in advocacy efforts lead by UAWC and other human rights organizations. These activities should also promote information sharing as a mean for mitigating the systematic Israeli targeting of the agricultural sector which is one of the main sources of livelihood for Palestinians living in the Gaza Strip.
- 6) Better accounting for natural and weather conditions when devising implementation schedules and guarantees from awarded contractors. Incorporate targeted activities focusing on creative marketing interventions such as collective purchasing.
- 7) UAWC and SPF to continue working on addressing water shortage in the Gaza Strip as a strategic priority through: (i) drilling wells; (ii) establishment of water collection pools; and (iii) provision of solar energy for operating water pumps.

EVALUATION TERMS OF REFERENCE



اتحاد لجان العمل الزراعي
Union of Agricultural Work Committees



GENERALITAT
VALENCIANA | TOTS
A UNA
VEU

“Food security improvement in the Gaza Strip through the rehabilitation of agricultural lands and greenhouses” - Project Code: SOLPCD-2016/0032

I. Introduction

The purpose of the external evaluation of the project “Improving Food Security in the Gaza Strip through the rehabilitation of agricultural land and greenhouses” (SOLPCD/2016/0032), that is carried out by the Social Promotion Foundation and the Union of Agricultural Work Committees (UAWC) with funding from the Generalitat Valenciana (GVA).

The basic reasons for this final evaluation are:

- Being budgeted in the formulation of the project and be considered relevant by the GVA’s Department for Transparency, Social Responsibility, Participation and Cooperation (*Conselleria de Transparència, Responsabilitat Social, Participació i Cooperació*)
- Open learning processes that allow useful conclusions to improve methodologies of the intervention
- Improving management of intervention through the systematic and deep analysis of the objectives and results expected and achieved, looking for the greatest impact
- Consolidating channels of information between local partners, the Social Promotion and GVA, encouraging participation and transparency of the intervention

Moreover, it is referred to the need to evaluate to what extent the intervention is approaching the overall objective of the development aid: the fight against poverty and in particular to the achievement of Sustainable Development Goals (SDGS 2030) of the United Nations in the Gaza Strip.

This need is usually accompanied by other more specific objectives that road in the policies of major donors and development banks have opened in recent years. All these institutions consider the evaluation as a necessary and fundamental moment to open learning processes that allow useful conclusions to improve the effectiveness of aid. Another purpose of the evaluation is focused on the value that has the evaluation for the collective beneficiary. Several methodologies of participation and social development approaches underscore the need to change the role of the beneficiary in development projects, from passive actor main subject through which passes the relevance and the planning of actions.

In order to ensure the participation of the collective beneficiary and the adequacy of the actions and open processes of appropriation of the dynamics of change taken as essential multiplier agent that enhances the viability of the project once the external support is complete. From this viewpoint the final evaluation shall focus from different perspectives so that it offers an analysis that integrates the interests and needs of each of the key players of the intervention.

II. Project Summary

The present intervention aims to promote inclusive and sustainable farming initiatives that reduce the vulnerability of rural families in the Gaza Strip, as it is now impracticable for many of these families to be able to maintain their small and medium-sized production units due to destruction of their means of production and the aforementioned cost increase.

The project seeks to make it possible for families dependent on agriculture, affected by the material destruction of cropland and greenhouses and by the restrictions on the importation of some materials considered as dual use necessary for the reconstruction of the Strip, to regain their productive capacity. In this way, the project seeks to promote food security and sovereignty in the Gaza Strip, reducing its high degree of dependence on the Israeli economy. The project will be carried out in three governorates or districts: Rafah, Khan Yunis and the Northern Governorate (including Beit Lehia, Beit Hanoun and Jabalia).

II.1. General Objective

Promoting food security and sovereignty of the vulnerable population of the Gaza Strip

II.2. Specific Objective

Improving the production capacity of small farmers in three Governorates of the Gaza Strip

II.3. Expected Results

Through the implementation of the mentioned project, the following results are expected:

R1: Increased the level of agricultural food produced through the rehabilitation of agricultural lands and greenhouses

R2: Increased resilience of small farmers in three Governorates of the Gaza Strip through training and job creation

II.4. Planned Activities

- 1.1. Selection of beneficiaries for the rehabilitation of agricultural land (farmers) and for the rehabilitation of greenhouses
- 1.2. Tendering and procurement of materials necessary for the rehabilitation of agricultural lands
- 1.3. Leveling and plowing of 110 dunam of damaged agricultural lands
- 1.4. Protection and fencing of 110 dunam of agricultural lands
- 1.5. Installation of irrigation networks for citrus and vegetable seedlings in 110 dunam of agricultural lands
- 1.6. Cultivation of rehabilitated land for citrus and seedlings
- 1.7. Tendering and procurement of materials needed for the rehabilitation of greenhouses
- 1.8. Rehabilitation of 50 of greenhouses
- 1.9. Cultivation in 50 greenhouses

- 2.1. Selection and contracting of 48 unemployed workers (12 with qualification and 36 without qualification) for the rehabilitation of the land and installation of irrigation systems (1,200 working days)
- 2.2. Selection and contracting of 16 unemployed workers (8 with qualification and 8 without qualification) for the rehabilitation of greenhouses (400 working days)
- 2.3. The following 10-hours training course is given by experts the Polytechnic University of Valencia (UPV): "Physiology of citrus cultivation"
- 2.4. The following 10-hours training course is given by experts the Polytechnic University of Valencia (UPV): "Irrigation located"
- 2.5. The technicians of UAWC who are trained by the experts of the UPV replicate the training courses to the Local Committees of the three targeted Governorates with the help of the materials provided by the UPV

II.5. Target Groups and Locations

II.5.1. Target Groups

The proposed project focuses on three target groups:

1. Farmers from the Governorates of Rafah, Khan Yunis and Northern Governorate (Beit Lehia, Beit Hanun and Jabalia)
2. Families of these farmers
3. Agricultural technicians from UAWC

It also has the following indirect beneficiaries:

4. UAWC Local Committees of farmers in the three selected Governorates

II.5.2. Locations

Three Governorates of the Gaza Strip: Rafah, Khan Yunis and the northern Governorate (consisting of Beit Lehia, Beit Hanun and Jabalia)

III. Contract Expectations

The **general goals** of the evaluation are:

- To assess, after the execution period, the relevance of the intervention and its objectives with regard to the problems identified in the proposal
- To assess cooperation design and the implementation of the assistance: consistency between the expected results and the achievement of the objectives, as well as its scope in the evaluated period, redirecting them where necessary

- To assess activities, their contribution to the achievement of results, and the optimization of the resources used to carry them out
- To analyze at this time of the impact expected by the end of the intervention, with the strategy developed with the dynamics of the intervention
- To establish a first measurement of qualitative and quantitative indicators to be compared with those previously set in the Baseline that was undertaken during the first months of the intervention

Regarding the usefulness of this evaluation, is expected to obtain recommendations with regard to elements key for the intervention of the two organizations –SOCIAL PROMOTION and UAWC– regarding both their design and planning and management and execution.

So, some of the specific areas from which recommendations could be drawn could be:

- 1) Analyze both SOCIAL PROMOTION and its local partner UAWC and beneficiaries, the development of the project, assessing their strengths and weaknesses, as well as possible reorientation to maximize its impact
- 2) Analyze how both NGOs have positioned themselves and have added value in response to national development needs as well as others not considered at the time of its formulation
- 3) Identify successful lines of action and the opportunities that might emerge
- 4) Assess the strengths, weaknesses and capabilities of the intervention in relation to the opportunities for cooperation in the Gaza Strip
- 5) Provide guidance for the definition of strategies for the medium and long term

IV. Levels of Analysis

The Final Evaluation will consist of an evaluation of the design, the process and the results of the project in execution. The Analysis levels will be:

- A. **Perspective of process:** evaluation of the design of the cooperation policy of the NGO in the country focusing mainly on two aspects: the framework of planning, organization and implementation of the assistance. Also the evaluation of the process of implementation and management of the projects examined, *inter alia*, the operational structure of the NGOs in the country and the process of selection of beneficiaries was conducted by the Palestinian Ministry of agriculture and the final selection taking into account the criteria of vulnerability
- B. **Perspective of context:** the evaluation of the political, social and economic environment in which register the intervention and such is related to its context
- C. **Perspective of objectives:** Finally, evaluation of results and objectives achieved with the performance, which will be made on an analysis of the interventions selected in each selected country. In particular are interested in evaluating the impact of productivity and economic had the project on beneficiaries

The Final Evaluation shall examine the project cycle, evaluating, among other things, its impact on the promotion of gender equality, environmental sustainability and cultural diversity and its consistency with the sectoral strategies in rural development in Palestine.

A quantitative measurement of the indicators of achievement will be to measure results taking as starting point the study of baseline of the partners depending on the context and the intervention framework.

The evaluation will assess the quality and consistency of the design, alignment and adaptation to the context of the country's development, the internal harmonization, coherence of the instruments used with the priority geographical areas. From the analysis, the evaluation team will identify the main strengths and weaknesses of intervention and will offer recommendations that serve to improve future actions, aimed mainly at the strategic design, operational management, the instruments used and the results obtained, in each of the evaluated actions.

The questions may be prioritized by the evaluation team meet the interests of the parties and the evaluation conditions, the most important being those relating to outcomes and objectives achieved as well as the process of implementation and management.

V. Criteria of the Evaluation:

This assessment will consider the following criteria –relevance, effectiveness, efficiency, viability and impact– when assessing the degree of compliance. Taking into account these criteria, and their interrelation,

identified information needs that have to be covered throughout the analysis, and defined some of the key evaluation questions, to which the evaluation team has to respond. The evaluator will complement them with others as it deems necessary.

- **Relevance:** will be based upon the importance of the intervention to the context, issues and priorities identified by the beneficiaries, Government and donor community. Analysis will take into account alignment criteria in relation to public policies developed in the country and harmonisation with other donors and NGOs that are operating in the area.
- **Effectiveness:** degree of compliance with the objectives set by the NGO, at strategic and operational level. The coverage of the project in relation to the intended beneficiaries an advantage specifically. Indicate cost per beneficiary.
- **Efficiency:** measurement and **results** in relation to the resources (financial, material and human) and the time employed by the intervention. It tries to show how resources are transformed into results.
- **Impact:** means impact the display of negative, and positive global effects caused by the intervention. The elements of the matrix of planning study for this criterion will be the purpose and the general objective and their causal relationships.
- **Viability:** Probability of continuity of the development process beyond the time of action of the NGO, with the maintenance and management of the results obtained, and even with the launch of new complementary actions.

VI. Methodology and Work Plan:

Here is a brief description of the methods to be used:

- Interviews with clue informative actors
- Interviews with focal groups
- Direct observation

Work Plan:

The evaluation will have three phases, apart from the preparatory activities, with a duration estimated based on the date of signature of the contract:

- Phase I: Cabinet study
- Phase II: Field work
- Phase III: Preparation and presentation of the Final report

Phase I: Cabinet study (estimated duration: 3 weeks from the validation of the work programme):

- Analysis of the documentation relating to the performance of the NGO in the country
- Identification and examination of documentation relating to the context of national, regional and local actors
- Identification key actors at HQ level (desk officer responsible for country, head of department, regional director, officer responsible for relations with GVA, etc.) and in the field (delegation of SOCIAL PROMOTION in Jerusalem, local counterpart in Gaza)
- Conduct interviews with key actors at HQ
- Request and examination of any additional information
- Design of the methodological tools for the collection, processing and analysis of information, that will ensure the reliability of the sources and accuracy of processing and analysis in the field

Phase II: Field work (duration estimated: 3 weeks):

- Realization of interviews key actors in the country, and request of any additional information to other organizations and actors institutional and/or international (these interviews with key actors, include all the actors involved, previously listed, as well as others not included that the evaluator might consider relevant)
- Use of the methodological tools designed for the collection of information available
- Realization of a number of surveys to provide an overview of the performance of the NGOs within a certain temporal and geographical context
- Analysis of results and impacts obtained
- Drafting of a Preliminary Field Report which will include a report of the activities carried out in the field work
- Eye inspections of the interventions and infrastructures built in the framework of the action

*Product of Phase II will be a **Preliminary Field Report***

Phase III: Preparation and presentation of the Final Report (estimated 4 weeks duration):

The evaluating team will proceed with the drafting of the Final Report which will integrate the assessment of different levels of analysis.

*Product of Phase III will be the **Final Report***

- The final evaluation will include the 3 above-mentioned levels of analysis integrated and interrelated.
- The Preliminary Field Report will come as an annex the Final Report.
- Once the Final Report has been finalized, the evaluation team may participate in the activities of presentation of results.
- In any case, the evaluation team will maintain its independence of judgement and might not agree with the conclusions of other people outside the intervention.
- During the interviews, evaluators may choose, if they wish, by not being accompanied by persons other than the evaluation team.

VII. Structure and presentation of the Reports:

Regarding the Preliminary Field Report, it should pick up a memory of activities (interviews, meetings, visits to projects, surveys or working groups with beneficiaries, etc.).

It is appropriate that the Final Report be structured according to the following scheme:

1. Introduction:
 - a) Structure of the presented documentation
 - b) Background and aim of the evaluation
 - c) Methodology used in the evaluation
 - d) Factors and limits of the study
 - e) Presentation of the evaluation team
2. Questions and evaluation criteria
3. Process analysis (first level): design of the cooperation policy of the NGO and management process and implementation of the cooperation agreement to the development in the country
4. Context analysis (second level): political, social and economic environment in which register the intervention and as it relates to such an environment
5. Analysis of objectives (third level): results of the interventions under study (sectoral, temporal and geographical scope)
6. Conclusions of the evaluation
7. Recommendations and lessons learnt
8. Annexes shall contain the primary information generated in the field phase

The Final Report shall not exceed 40 pages and will be accompanied by an executive summary of no more than 10 pages, as well as a tab overview of evaluation following the format established by the OECD/DAC for the inventory of evaluations of this institution.

Two copies of the Final Report –one in English and one in Spanish– both on paper and computer support of all the evaluation will be handed to the contractor.

VIII. Evaluation Team:

The Evaluation Team will be responsible for the high level of performance.

The Evaluation Team must be composed of a minimum of 2 experts, whose availability should be made explicit in the offer. The Evaluation Team shall have the following pre-requisites:

- a. Experience in cooperation for development and the techniques and methodologies of general evaluation
- b. Experience in the planning, programming, management and evaluation of development cooperation and humanitarian aid projects
- c. Proficient knowledge of English
- d. Proven capabilities to assess the good knowledge of the Palestinian reality, especially of the Gaza Strip, and experience in the field of water resources, environmental protection and agricultural development

The evaluation company must provide the CV of the selected persons to perform the evaluation and a work plan. It will be preferred an assessment team that count with professionals from the countries of execution and who are familiar with the reality on the ground.

The team leader to act at all times as partner and representative to the NGO in contact with those responsible for and involved in the projects.

As it is an external evaluation, in such a way that the evaluation team will accompany the staff of the NGO on the ground, but not let them interfere in the work of the advisors and guaranteeing its independence in the development of the work and the issuance of the Final Report.

IX. Evaluation:

The evaluation team must meet certain requirements, both professional and ethical, which include, among others, anonymity and confidentiality.

The evaluation must respect the right of persons to provide information, ensuring their anonymity and confidentiality: any disagreement or difference of opinion that may arise between members of the team or between these and those responsible for the project, in relation to the conclusions or recommendations, must be mentioned in the Final Report.

Any claim must be sustained by the team or leave a record of disagreement over its integrity. The evaluators will have the responsibility to highlight issues not mentioned specifically in the terms of reference, if necessary to obtain a more complete analysis of the intervention.

- Independence: the evaluation team must guarantee its independence from the evaluated intervention, not being linked with his management or any element which composed it
- Incidents: In the case of occurrence of problems during the implementation of the work, field or in any other phase of the assessment these should be given immediately to the NGO. If not, the existence of these problems in no event may be used to justify not obtaining the results set out in the present statement of requirements techniques
- Validation of the information: corresponds to the assessment team ensure the accuracy of the information collected for the preparation of reports, and ultimately will be responsible for the information presented in the evaluation
- Confidentiality of the information: The dissemination of the information collected and of the Final Report end is prerogative of them parts signatory of the contract of the project to assess: SOCIAL PROMOTION, UAWC and GVA

X. Timetable for the Evaluation:

- 1) Phase I: 3 weeks from signature of contract
Deadline: **Thursday 21 June 2018**
- 2) Phase II: Field Work and presentation of Preliminary Field Report: 3 weeks from end of Phase I
Deadline: **Thursday 12 July 2018**
- 3) Phase III: Presentation of a draft of the Final Report: 4 weeks from end Phase II
Deadline: **Thursday 9 August 2018**
- 4) Discussion of the draft the Final Report, elaboration of the Final Report and its translation into Spanish:
Deadline: **Thursday 30 August 2018**
- 5) Submission of the Final Report to GVA:
Deadline: **By 30 September 2018**

XI. Submission of Offers for the External Evaluation

The offers presented will follow the following scheme:

- Technical offer, with the necessary attachments, (CVs of the evaluating team, experience of the firm, etc.)
- Financial offer

The offer should be sent to the following e-mail addresses:
j.delaguardia@promocionsocial.org info@uawc.net (in CC)

EVALUATION METHODOLOGY MATRIX

Stakeholder	Research Tool
Project Team from FPS and UAWC	Two Semi-structured in-depth interviews will be conducted, one with project management from UAWC and the other with the project management from FPS. The primary focus of the interviews is 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 impact of the project on various beneficiary groups, v) gauge the viability/sustainability of the project results after completion; vi) identify strength, main areas of success and areas for improvement; and vii) identify lessons learned, and recommendations for improving future implementation processes.
Direct Beneficiaries (Farmers-Agricultural Land)	<p>Beneficiary Survey for 30 farmers benefitting from the agricultural land rehabilitation activity. Sample size was determined according to the sample size in the Baseline survey.</p> <p>At least one Focus Group Discussion (FGD) with a randomly selected sample of 8-12 agricultural land rehabilitation activity beneficiaries. Beneficiaries' selection will be guided by the selection criteria adopted by the project to ensure representation. The primary focus of the FGD is to: i) assess the project relevance to the beneficiary groups; ii) gauge the level of efficiency and effectiveness of the project processes; iii) assess targeting mechanism for beneficiaries selection; iv) identify strength, main areas of success and areas for improvement; and v) identify lessons learned, and recommendations for improving future implementation processes.</p> <p>At least three field visits will also be conducted to rehabilitated agricultural land.</p>
Direct Beneficiaries (Farmers-Greenhouses)	<p>Beneficiary Survey for 30 farmers benefitting from the greenhouse rehabilitation activity. Sample size was determined according to the sample size in the Baseline survey.</p> <p>At least two FGD with a randomly selected sample of 16-24 greenhouse rehabilitation activity beneficiaries. Beneficiaries' selection will be guided by the selection criteria adopted by the project to ensure representation. The primary focus of the FGD is to: i) assess the project relevance to the beneficiary groups; ii) gauge the level of efficiency and effectiveness of the project processes; iii) assess targeting mechanism for selection; iv) identify strength, main areas of success and areas for improvement; and v) identify lessons learned, and recommendations for improving future implementation processes.</p> <p>At least two field visits will also be conducted to rehabilitated greenhouses</p>
UAWC Expert Trainees	One FGD will be conducted with UAWC Experts attending the training. The primary focus of the FGD is to: i) assess the project model, anticipated results and related indicators, coherence and implementation process; ii) assess the training relevance to attending experts; iii) gauge the level of efficiency and effectiveness of the training; iv) assess the impact of the training on UAWC experts; v) gauge the viability/sustainability of the training results after completion; 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 members	Three Semi-structured in-depth interviews will be conducted, one with local committees members. The primary focus of the interviews is 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 impact of the project on various beneficiary groups, v) gauge the viability/sustainability of the project results after completion; vi) identify strength, main areas of success and areas for improvement; and vii) identify lessons learned, and recommendations for improving future implementation processes.
Direct Beneficiaries (Workers)	Beneficiaries' survey of a randomly selected sample of 32 workers (50% of beneficiaries). For triangulation and validation purposes, one FGD will be held with a sample of 8-12 workers in two of the project geographic locations. FGDs participants will be selected from beneficiary workers other than those targeted by the beneficiary survey. The primary focus of the survey and the FGDs is to: i) assess the relevance of the project model and design; ii) assess targeting mechanism for selection; iii) identify perceptions and views on the projects' effect; iv) assess the sustainability of the projects' results and model; v) identify strengths, main areas of success and areas for improvement; and vi) identify lessons learned, and recommendations for improving future projects.

LIST OF CONSULTED DOCUMENTS AND KEY INFORMANTS

LIST OF CONSULTED DOCUMENTS

1. Budgetary Framework
2. Palestine: Annual Operational Plan 2015
3. The Project logical Framework
4. Gaza Agricultural Damage Assessment, 2014
5. UAWC Strategic Plan
6. Project Baseline Survey Report
7. Beneficiaries Application Forms
8. Project Implementation Plan
9. Update on the project activities 1-30 April 2017
10. Update on the project activities 1-30 September 2017

List of consulted key informants

	Name of interviewee	Position & Organization	Date of interview
1.	Mr. Bashir Ankah	Project Manager-UAWC	21/6/2018
2.	Mr. Khaldoun Shanti	Project Coordinator-UAWC	21/6/2018
3.	Mr. Ramzi Ouda	Field Supervisor-UAWC	21/6/2018
4.	Mr. Adham Baroud	Local Committee Member	25/6/2018
5.	Mr. Mohammad Abu Ta'ema	Local Committee Member	26/6/2018
6.	Mr. Khaled Abu Khater	Farmer	26/6/2018
7.	Mr. Oudai Fojo	Farmer	26/6/2018
8.	Mr. Abdel Afattah Abu El Eish	Local Committee Member	27/6/2018
9.	Mr. Ibrahim Abu A'amsha	Farmer	27/6/2018
10.	Mr. Naji Wahdan	Farmer	27/6/2018
11.	Mr. Mohammad Mustafa	Farmer	27/6/2018
12.			



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.

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