

FINAL PROJECT EVALUATION REPORT

for Project:

“Strengthening female-led cooperatives and improving professional opportunities of young women in Jenin Governorate, Palestine”

Submitted to

RWDS and FPS

Submitted by

Nexus International for Consultancy and Training Company

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“The comments contained herein reflect the opinions of the evaluator only”

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Acronyms and Abbreviations

BoD	Board of Directors
CBO	Community Based Organization
CSO	Civil Society Organization
CWA	Cooperative Work Agency
DAC	OECD Development Assistance Committee
DCED	Donor Committee for Enterprise Development
EIA	Environmental Impact Assessment
FGD	Focus Group Discussion
FPS	Fundación Promoción Social
GVA	Generalitat Valenciana
HQ	Head quarter
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MoA	Ministry of Agriculture
MoL	Ministry of Labour
MoNE	Ministry of National Economy
MoU	Memorandum of Understanding
MoWA	Ministry of Women's Affairs
NIS	New Israeli Shekel
OECD	Organization for Economic Co-operation and Development
OVI	Objectively Verifiable Indicators
PCBS	Palestinian Central Bureau of Statistics
PIMS	Program Information Management Systems
RH	Right Holders
RWDS	Rural Women's Development Society
SDGs	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, and Threats
ToR	Terms of Reference
TVET	Technical and vocational education and training
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDP	United Nations Development Programme
WCC	Women Cooperative Coalition

0. Executive Summary

Jenin Governorate in Palestine has a population of 314,000, with a high literacy rate of 96.6%. Poverty and unemployment rates are high, particularly among women and in rural areas. Women's cooperatives face challenges in market access, branding, and funding. Young women graduates face obstacles in obtaining employment due to gender bias and limited job prospects. Women's socioeconomic and land rights are recognized under national laws and international conventions, but cultural and social norms still restrict their access and exercise of these rights. Discrimination in the labor market and unpaid care work are additional challenges for women in Palestine. These challenges were further increased due to the Covid-19 pandemic. In this context, Fundación Promoción Social (FPS), together with its local partner Rural Women's Development Society (RWDS), have implemented the Project called "Strengthening cooperatives run by women and improving professional opportunities for young women in the governorate of Jenin, Palestine" financed by the Generalitat Valenciana (GVA). The Project has targeted seven communities in Jenin during the period May 10, 2021- January 9, 2023.

The Project *General Objective (GO)* is “Promoted the worker's rights of rural women in Jenin (West Bank) contributing to generate an equitable, inclusive and sustainable development in the area of intervention”. Project *Specific Objective* is “Promoted equitable access to decent employment opportunities for rural women in Jenin (West Bank)”. The project is structured over three results:

- *Result 1 is “Organizational and participatory capacities of TDs, TRs and TOs strengthened to ensure decent job creation and entrepreneurship among rural women in Jenin Governorate”.*
- *Result 2. is “The productive, marketing and financial management capacities of women's cooperatives in Jenin have been strengthened”.*
- *Result 3 is “Professional skills of young university graduates from Jenin strengthened aimed at improving opportunities for access to quality employment”.*

Rural Women's Development Society (RWDS) has contracted Nexus International to conduct external Evaluation for this Project. The objective of the Evaluation is to provide RWDS and FPS with sufficient information about the performance of the Project, the perception of stakeholders and beneficiaries, to document lessons learned and to provide practical recommendations for follow-up action.

This report provides the findings of the Evaluation of the project which was conducted over the period from January 9th to May 20th, 2023. The scope of the Evaluation covers all activities undertaken in the framework of the Project’s duration. This Evaluation report provides RWDS and FPS with sufficient information about the performance of the Project and the perception of stakeholders and beneficiaries, and to document lessons learnt and to provide practical recommendations for follow-up actions. This external Evaluation, assessed the Project against the six OECD-DAC Evaluation criteria and gives recommendations to improve similar future Projects. A set of questions were stipulated for each of the six criteria.

The evaluation team followed qualitative and quantitative approaches, and performed a careful reading of the program documents and related references as secondary data. Data collection tools were prepared and agreed upon with RWDS and FPS to guide the data collection process. The Evaluation Team conducted 15 Focus Group Discussions (FGDs) with beneficiary women, BoD of cooperatives and young female graduates, and 24 Key Informant Interviews (KIIs) with RWDS, FPS and relevant stakeholders. A representative sample of 67 women were interviewed to fill in the survey questionnaires. Additionally, the evaluation team conducted 7 field visits. Quantitative data was analyzed using (SPSS) software.

Key Findings - Project's Relevance

The Project aligns with various sector strategies, including the Social Development Sector Strategy, the Palestinian Ministry of Women's Affairs' Sectoral Plan, the National Agricultural Sector Strategy, and the National Strategic Plan for Cooperative Sector. It contributes to achieving strategic objectives such as alleviating poverty, empowering marginalized people, enhancing women's economic participation and entrepreneurship, improving the competitiveness of the agricultural sector, promoting social and economic development in rural communities, and enabling the growth and development of the cooperative movement. Additionally, the Project contributes to the attainment of the V Master Plan for Valencian Development Cooperation 2021-2024, particularly, "Strategic Objective 1: Contribute to sustainable human development and the effective realization of the human rights of individuals and populations living in contexts of greater vulnerability, poverty and exclusion". It also fully aligned with RWDS and FPS own strategies.

Evaluation results revealed that, on average, 99% of surveyed RHs perceived the project appropriate, important and necessary for them. 95% of them, confirmed that the interventions carried out by RWDS have met their expectations and needs. Additionally, 81% of them were involved in Project planning & implementation. Additionally, on average, 99% of surveyed young female graduates, BoDs and women who work in coops/ clubs and CBOs production units perceive the interventions carried out by RWDS are appropriate, important and necessary for them. 95% of them, confirmed that the interventions carried out by RWDS have met their expectations and needs.

Key Findings- Project's Coherence

As for synergies and interlinkages between this Project and other interventions carried out by other organizations, Evaluation results revealed that, RWDS's long-standing relationship with the target group and its organic relation with women's clubs have been instrumental in ensuring coordination and synergies among all interventions targeting these women organizations. With this approach, RWDS ensures constant exchange of information between RWDS and its clubs and the other targeted cooperatives and community-based organizations, and they consult RWDS prior to proceeding with any Project. This way, RWDS supports them in making the right decisions regarding different opportunities and ensures complementarity among different Projects.

Evaluation results revealed that, 100% of the surveyed young female graduates, BoDs and women who work in coops/ clubs and CBOs production units perceive the Project's interventions to be consistent with the prevailing culture in their communities and suitable for their local contexts.

The Project aligns with international norms and standards such as the Sustainable Development Goals (SDGs), particularly SDG 5 and SDG 8. It also aligns with the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Universal Declaration of Human Rights (UDHR), as well as International Labor Organization (ILO) conventions and recommendations. The Project also embraces participatory development and community-based approaches, engaging women cooperatives, clubs, and CBOs in decision-making and implementation for sustainability and ownership.

Key Findings- Project's Effectiveness

Result 1: Strengthened the organizational and participative capacities of the Right Holders, Responsibility Bearers and Duty Bearers to guarantee the creation of decent employment and entrepreneurship among rural women in Jenin Governorate

- *OVI1 A network of women cooperatives established at the end of the Project in Jenin*

This indicator was achieved on target. The Women Cooperative Coalition (WCC) was established with membership of the 7 participating coops/ clubs and CBOs. This included devising an agreed upon bylaws which was endorsed by the 7 participating coops/ clubs and CBOs. A road map for further institutionalization steps of the WCC was developed. Additionally, a strategic plan for years 2023-2026 for the newly established WCC was developed as well.

- *OVI2 At least 60 people (50% of women) in Jenin Governorate (RH, RB, DB) are trained about women's rights by the end of the Project, concretely, about worker's rights, right to land and right to participate in the decision-making process and the design of public policy*

This indicator was underachieved. An awareness workshop was held at the Jenin Chamber of Commerce, with a total duration of 9 hours and the participation of 30 people (18 women and 12 men) from organizations such as the Ministry of Economy and Social Affairs, agricultural cooperatives, unions, and various local organizations. ***This represents 50% achievement of the target.*** The Evaluation results revealed that 32 of the surveyed women reported that received training on women rights. **100%** of those received training reported that they become familiar with the workers' rights, women land rights/ right of ownership and participation in decision-making process.

- *OVI3 At least 10 decision-makers (DB) in Jenin Governorate have been raised awareness about the formulation of inclusive labour policies in terms of gender equality*

This indicator was overachieved. Meetings have been conducted with 18 DB, specially Jenin Chamber of Commerce, through which it was possible to transfer the concerns and obstacles of

RHs to decision-making levels. This result was confirmed during the performed KIIs. 83% of the RHs believe that the duty bearers who participated in the awareness raising activities have adopted new policies and/or new arrangements to increase young female graduates to job opportunities.

Result 2: Strengthened the productive, marketing and financial management capacities of women cooperatives in Jenin.

- *OVI1 7 women cooperatives reinforce their financial management incorporating new management and marketing practices by the end of the Project.*

This indicator was achieved on target. Evaluation results revealed that (100%) of the surveyed members of the BoDs reported that the Project's interventions contributed to building a marketing strategy for their coops/ clubs/ CBOs. (This represents 100% of the target). (88%) of the them reported that they have organigram with clear segregation of duties and responsibilities as framework for accountability in their coops/ clubs/ CBOs. (82%) of them reported that they have a valid strategic plan for their coops/ clubs/ CBOs with 100% of them confirmed that the Project contributed to the achievement of their coops/ clubs/ CBOs strategic plans. Additionally, (100%) of the surveyed members of the BoDs reported that they have a management and financial systems for their coops/ clubs/ CBOs (This represents 100% of the target).

- *OVI2 At least 80% of the women that participated in the Project report at its end the improvement of competitive capacity of their products marketed through the cooperatives.*

This indicator was overachieved. The Evaluation results revealed that 100% of the surveyed members of the BoDs reported that they witnessed an improvement in the competitiveness of the products of their coop/ club/ CBOs. All of (100%) them also reported that they have acquired better skills in marketing and packaging of their products thanks to the Project interventions. The average reported improvement in competitive capacities of coop/ club/ CBOs is 53%.

Likewise, 100% (120% of the target) of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an improvement in the competitiveness of their products that they market through their coop/ club/ CBOs. 89% of them reported that they have acquired better skills in marketing and packaging of their products thanks to the Project interventions. The average reported improvement in competitive capacities women producers is 53%.

OVI3 Women report an increase of at least 30% in their sales after the implementation of the Project.

This indicator was overachieved. The Evaluation results revealed that 100% of the surveyed members of the BoDs reported that they witnessed an increase of sales of the products of their coop/ club/ CBOs. On Average, the annual sales of the coop/ club/ CBOs products increased from 20,357 NIS to 74,640 NIS (this represents 266% increase) 91% of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an increase

the sales of their products that they market through their coop/ club/ CBOs. The average increase in sales of women products is **51%**. **This represent 170% of the target.**

- *OVI4 Increase of at least 30% of the production of the women that participated in the intervention by the end of the Project.*

This indicator was overachieved. The Evaluation results revealed that **100%** of the surveyed members of the BoDs reported that they witnessed an increase of production of their coop/ club/ CBOs. The average increase in production of the coop/ club/ CBOs products is **42%**. **This represent 140% of the target.** Additionally, **89%** of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an increase their production. The average increase in production of women is **44%**. This tangible achievement was confirmed in most of the organized FGDs with BoDs and women who works in the production units.

Result 3: Strengthened the professional skills of young female university graduates in Jenin directed towards the improvement of access opportunities to quality employment

- *OVI7 At least 3 initiatives put in place by the Cooperative Network to promote employability of young female graduates (a data base, a networking event with private companies and recommendation letters to be presented before potential employers distributed in the Chamber of Commerce).*

This indicator was overachieved. According to the Project final report, 3 activities were carried out (**100% of the target**) in an event implemented in cooperation with MoL TVET center in Jenin. These activities were attended by more than 120 young people from the governorate, various representatives of the Jenin Chamber of Commerce, the Ministry of Economy, and private companies. The KIIs with Jenin Chamber of Commerce, MoNE and the TVET center have confirmed the success of the organized events and its different activities. On average, **81%** of the surveyed RHs perceive the implemented initiatives have contributed to enhancing job opportunities for female young graduates. However, the Evaluation Team could not find clear linkage of the implemented event/ activities to the other Project results, i.e. linking them to the 7 targeted coop/ club/ CBOs and their businesses.

- *OVI2 At least 70% of youngsters report an increase in their security when facing the search for a job by the end of the Project.*

This indicator was overachieved. The Evaluation results revealed that **100%** of the surveyed young female graduates reported that the Project's interventions contributed to increasing their capacity and confidence in job search/ application process. **This represents 143% achievement of the target.** Additionally, **90%** of them have reported also that the Project's interventions contributed to their access to job opportunities. The above results were also confirmed during the FGD organized with the young female graduates.

- *OVI3 Increase of at least 70% in cooperative management knowledge reported by women which allows them to access jobs in the sector.*

This indicator was underachieved. The Evaluation results revealed that **100%** of the surveyed young female graduates reported an increase in their knowledge in cooperatives management. The FGDs showed that the level of knowledge in cooperatives management among the young female graduates increased from an average of **3% to 63% (60% increase, this presents 86% of the target.)** thanks to the training Project implemented by this Project. One potential reason for not reaching the targeted percentage increase in knowledge could be the limited effectiveness of the Project in enhancing the participants' understanding of cooperative management, especially regarding on-the-job training. Additionally, 7 out of the 15 trained young female graduates has benefited from the internship Project that lasted for nine months. As a result of this experience, three of the interns have found permanent jobs.

With regards to the main challenges that RHs faced during Project implementation, weak participation and involvement of women themselves in the implemented activities was rated as top challenge. The prevailing social norms in the target area that hinder women participation was rated as the second main challenge. The third main challenge reported by the RHs was the lack of cooperation of officials and decision makers in the productive sectors, while the non-conducive laws and policies related to cooperatives was reported as the fourth main challenge.

The Evaluation results revealed that the Project has also yielded **unplanned achievements at results level**; Some woman members joined or initiated their own VSALs groups, most likely because they started to have source of income, so they have money to save for future use in developing their own businesses or for social aspects. Additionally, the improved performance of the targeted coops/clubs/ CBOs and the increase in income of the women members have attracted new women to join these organizations.

The bad security situation in Jenin governorate prevailed during Project implementation period posed a **significant challenge for the Project implementation**. Project partners had to adjust some activities timelines due to security concerns, and to implement additional safety measures to protect Project staff and resources. Partners had maintained constant monitoring, communication and sharing updates on the security situation in Jenin. The proactive coordination and communication between the RWDS and FPS enabled them to handle the situation and find alternatives and solutions that helped in implementing Project activities timely without exposing Project team to security risks.

The Evaluation findings indicate **that the results matrix** (logical framework matrix) demonstrates a fair level of coherence among the Project's general objective, specific objective, the three results, and their corresponding activities. The OVI's are, to some extent, SMART and enable progress measurement in achieving the specific objective and results. A significant issue with the OVI's is that some of them are overly ambitious, especially those related to business performance, considering the Project's duration.

Key Findings- Project's Efficiency

For over 20 years, FPS and RWDS have collaborated on rural development projects with a focus on empowering Palestinian women. The partnership has strengthened the institutional

relationship between the two organizations, and both local and expatriate staff have been fully engaged in coordinating and implementing the project activities. The RWDS M&E Officer and financial and PR departments provided support for the project, while the FPS Project Manager traveled frequently to the field to gather monitoring information. During the KII, the CEO of RWDS and the FPS Project Manager agreed that the procedures in place were generally effective, with occasional delays from the field.

FPS, in collaboration with RWDS, has produced three technical and financial reports (two interim and one final report) that were submitted to the donor in a timely manner and in accordance with the agreed-upon format. RWDS complied with its procurement regulations in all procurements made during the course of this Project implementation.

The Project's budget is well-allocated around efficient resource utilization. Partners allocated about 75% of the Project budget results related activities, such as training, machineries and equipment, consultations, and technical staff costs (this is known as yield to community percentage). The yield to community percentage of other similar Projects ranges from 70% to 80%. These percentages indicate that the Project is well-positioned within the customary limits of cost-effective budget allocations.

A no-cost-extension was requested for three-months due to some challenges, especially, delays in packaging design training and packaging activities, caused by security disruptions and travel and logistics issues for trainers and participants, an extension for the Project was deemed necessary. The no-cost-extension did not entail reallocations within budget lines but was utilized within the same budget lines. The no-cost-extension was granted by the donor for three months (until January, 2023) in the aftermath of the Project end date of October, 2022. No major overspending or underspending were witnessed during this Project implementation. RWDS enjoys strong relationship with the different stakeholders relevant to this Project. The Project was implemented in close coordination with all relevant stakeholders, however at varied levels of coordination and involvement.

Key Findings- Project's Impact

The Evaluation Results revealed that there are several indications on the attainment of the **Project General Objective** which is "Promoting the right to access labor of rural women in Jenin (West Bank), contributing to generate equitable, inclusive and sustainable development in the area of intervention". The Project targets the marginalized, vulnerable and poor areas in Palestine where women face huge difficulties in accessing to adequate life conditions and resources. The Project worked to strengthen women cooperatives, clubs and CBOs to become efficient in defending their members' rights, providing them with services, improving their members' businesses and helping in generating additional income afforded to their basic needs and to improve their families' livelihoods. The Evaluation Results revealed that 81% of the RHs women perceive that the Project has achieved multidimensional impact on them.

The Project was active in 7 organizations and 7 communities in the Jenin Governorate (Al Jalameh, Faqoua', Deir Abu Deef, Jalboun, Anza, Maythaloun and Burqeen). It **directly**

benefitted 68 women members in production units and 15 young female graduates, while also targeting 13 duty bearers and decision makers. The Project had an indirect impact on 285 family members of the women beneficiaries (approximately 50% female and 50% male), as well as 120 young people who participated in the vocational training day organized at the Jenin TVET center. In addition, the Project indirectly benefitted all 28 registered cooperatives in the Jenin Governorate, which had a total of 2,232 members. This was achieved through advocacy for issues that matter to cooperatives in the area. Finally, the Project raised awareness among at least 7,000 people (followers of RWDS social media pages) through its awareness campaigns.

92% of the surveyed women who work in coops/ clubs and CBOs production units reported that the Project contributed to creating decent job opportunities for them. On average, 95% of the women has changed their daily routines due to the Project interventions. (kind see page 51). The Evaluation Results revealed that 100% of the surveyed members of the BoDs, women who work in coops/ clubs and CBOs production units and young women reported that the Project's interventions contributed to changing the prevailing stereotype about women's participation in meetings and in the decision-making process.

As for the 1st OVI of the Specific Objective, “40 women have increased their income in at least 50% at the end of the Project in the target locations”. On average, 89% of the surveyed RHs perceive that the Project has contributed to increasing their own income and the income of their respective coops/ clubs and CBOs. The Evaluation results indicate that **91%** of surveyed young female graduate beneficiaries reported that the Project contributed to increasing their income. On average, their monthly income increased from **125 NIS** before the Project to **1,511 NIS** after the Project, representing a **1,100%** increase.

Furthermore, **84%** of women who work in coops/ clubs and CBOs production units reported that the Project contributed to increasing their income. Their average monthly income has increased from **245 NIS** prior the Project to **1,130 NIS** after the Project. **This represents 361% increase their income vs. the target of 50%.**

Additionally, the Evaluation results show that **100%** of the surveyed members of the BoDs reported that there is an increase in their coops/ clubs and CBOs income.

Furthermore, the Evaluation results revealed that the RHs have perceived six forms of impact of increasing their income. “Economic empowerment and self-reliance” was rated as the most reported form of impact of increasing RHs income. Two forms of impact were rated equally at the second top main impact of increasing RHs income; “Improving level of educational, health & social life” and the “increased self-confidence and independence”. The fourth main form of impact of the increased income reported by the RHs is “improving standard of living of the RHs”. “Starting own business” was reported as the fifth form of impact of increasing RHs income and finally, the RHs reported that there are other forms of impact that they realized due increasing- their income other than the above mentioned ones. (rated at 5% and 3% by BoDs and women beneficiaries respectively).

As for the 2nd OVI of the Specific Objective, “Increase of at least 20 women that access/participate actively in the decision-making processes by the end of the Project”, the Evaluation results indicate, that the Project contributed to strengthening the role of women in society and their participation in decision-making and expressing their opinions, as reported by (100%) of the surveyed members of the Boards of Directors, (100%) of the surveyed young female graduates, and (100%) of surveyed women who work in cooperatives, clubs, and community-based organizations (CBOs) production units. The FGDs revealed that a total of 40 women from the Boards of Directors and members of general assemblies hold membership/representative positions at the local or national levels, **representing a 200% achievement of the target.**

As for the 3rd OVI of the Specific Objective, “At least 35 women lead new entrepreneurial activities after the intervention in the selected area”. FGDs with BoDs showed that a total of 42 women from their organizations have started new or improved existing entrepreneurial initiatives, **representing a 120% achievement of the target.**

Key Findings- Project’s Sustainability

The Evaluation results shown indicate that, 100% of beneficiaries believe that the benefits achieved due to the Project interventions will continue in the future. This high confidence by beneficiaries is a significant sustainability factor, as it represents their deep trust in their capacity to utilize these benefits in the future in a sound manner on the one hand, as well as shows their realization of the feasibility of these benefits.

BoDs also participated in identifying tools, equipment, and renovations provided by the Project, creating a strong sense of ownership and contributing to sustainability factors such as increased competitiveness, production, and sales values. for example, Raeda Farah from Maythaloona expressed her commitment to her Project and plans to expand it. Overall, the Project enhances financial and economic sustainability for the livelihood of RHs. ***The Project had a strong positive impact on the environment with significant contribution to environmental sustainability.*** This can be visualized in several cases, for example, the Project improved women access to better hygienic conditions in their workplace through installation of water tanks and rehabilitating their latrines. Another example, the Project supports women to produce fresh and processed food from mostly organic raw materials while meeting hygienic conditions. The Evaluation results revealed that Project interventions are ***culturally acceptable.***

The Evaluation results revealed also that ***Project results are sustainable at institutional level,*** since the establishment of the Women Cooperative Coalition and its institutionalization (developing its bylaws and strategic plan) shall make it instrumental for the realization of the benefits of cooperation among cooperatives. Additionally, the Evaluation results also showed that ***equipping young female graduates with necessary knowledge and skills*** in terms of cooperative management and job-finding skills is a life lasting change and give them sustainable capacities to joint job market in the cooperative sector and other sectors as well.

Key conclusions

The Project is relevant to the context and will be aligned with the national strategies, donor and project partners' strategies and beneficiary needs and priorities. In general, the Project has implemented appropriate and feasible interventions. The Project is also consistent with several international norms and standards, including the SDGs, CEDAW, UDHR, ILO conventions, and participatory development principles.

The Project is well-positioned within the customary limits of cost-effective budget allocations of similar Projects. RWDS has utilized Project resources effectively and efficiently for big existent. It employed an efficient procurement system during the Project implementation. The Project was implemented in a timely manner according to the agreed upon plans for fair extent despite the deterioration witnessed in the security situation in Jenin governorate. Overall, risks were efficiently managed by Project partners and challenges were handled appropriately.

The Evaluation results demonstrate that the Project was implemented effectively to a large extent by RWDS with support of FPS. **Out of the 13 objectively verifiable indicators (OVIs) corresponding to the Project's Specific Objective and results, (9 OVIs) 70% were overachieved, indicating a high level of results achievement and Project implementation effectiveness. (2 OVIs) 15% the OVIs were achieved on target, and (2 OVIs) 15% of the OVIs were underachieved to varying degrees.**

The Project is well-oriented towards achieving the expected impact. The results matrix (logical framework matrix) demonstrates a fair level of coherence among the Project's general objective, specific objective, the three results, and their corresponding activities. The combined effects of the achieved results evidently contribute to the attainment of the Project impact. It is evident that the Project impacted the beneficiaries from different aspects of their lives economically, psychologically and socially, along with the achievements of the planned Project results.

The generated, economic, social, and psychological benefits, in addition to the high sense of ownership, form, by each and together, strong sustainability factors. It is very likely that the target group will be able to benefit from the results of the Project even following the completion of its activities, as the Project has achieved significant positive impact with a strong potential for the continuation of the impact realization and progress.

Key lessons learnt

Conducting Environmental Impact Assessment before implementing key interventions is crucial for ensuring the success of those interventions and eliminating the risk of negative effects on the environment, people and businesses (kindly see page 34). Another lesson learned is that engaging both women and men in interventions is considered a success factor in achieving the desired changes at the economic and political levels in society.

One of the lessons learnt by many actors in Palestine and other countries is that using consultants for undertaking core Project activities (such as business development services), instead of Project personnel, may decrease the cost effectiveness of the respective Project. It might create gaps in

integration between tasks implemented by different consultancy services providers, and thus negatively affect the achievement of the Project objectives. (kindly see page 48)

It is crucial to select the appropriate work tools to ensure the desired benefit. For example, the ineffectiveness of SWOT analysis as a tool for developing business development plan for advancing cooperatives, clubs and CBOs businesses. Despite the importance of theoretical training, practical application through provision of technical support (on job support) is crucial for skill acquisition and effective implementation of acquired knowledge.

Key recommendations

Project partners, (RWDS & FPS) and the donor should continue with their highly efficient model of partnership. Additionally, they are strongly recommended to replicate and scale up similar Projects in other areas of the West Bank and Gaza Strip. The Evaluation Team highly recommends RWDS to recruit additional technical personnel to undertake core activities related to business development and capacity development support and to limit the use of external consultants/experts to provide case-by-case adequate technical know-hows and support for beneficiaries.

The Project partner is recommended to improve the design of the results framework (logical framework) for future similar Projects by utilizing known global standards such as the DCED Standards. The partners are recommended also to formulated their Project indicators more SMART, i.e. to set only one specific variable in each indicator, set realistic targets for indicators (current ones were significantly ambitious) and by making the indicators statements clearer in all relevant languages.

Project partners are strongly recommended to apply more concrete, integrated, advanced and mainstreamed interventions in order to achieve transformative change. At cooperatives, clubs and CBOs level, this can be done through developing a multi-stakeholder long-term “joined up” development plan for each of the targeted organization, along with their respective strategic plans. By doing so, all supporters to these contribute the achievements of the same “collective outcomes” along with their capacities and area of expertise as “best placed actors”. This also consistent with aid effectiveness principle of localization of the development process and enhancing local ownership.

Project partners are recommended to undertake Environmental Impact Assessment (EIA) prior supporting businesses ideas (tools, equipment, machinery, infrastructure construction or rehabilitation, etc). If such assessment would have been implemented prior initiating soap Project in Anza, the realized negative results would not have been avoided (kindly see page 34).

1. Introduction

1.1. Background and Objective of the Evaluation

Fundación Promoción Social (FPS), together with its local partner Rural Women's Development Society (RWDS), have implemented the Project called "Strengthening cooperatives run by women and improving professional opportunities for young women in the governorate of Jenin, Palestine" financed by the Generalitat Valenciana (GVA). The Project has targeted seven communities in Jenine during the period May 2021- January 2023.

The Project was designed with the following logic. The Project ***General Objective (GO) is "Promoted the worker's rights of rural women in Jenin (West Bank) contributing to generate an equitable, inclusive and sustainable development in the area of intervention"***. Rural women in the West Bank play a crucial role in driving economic, environmental, and social changes necessary for achieving sustainable development. Empowering rural women in Jenin with the necessary skills and resources to access decent and quality employment is essential not only for their personal development, but also for the wellbeing of their families and rural communities. Moreover, given the significant presence of women in the agricultural workforce, such empowerment is also vital for boosting the economic productivity of the area.

The Project's ***Specific Objective is "Promoted equitable access to decent employment opportunities for rural women in Jenin (West Bank)"***. Every person has the right to access remunerated job so that they can achieve a favorable standard of living. Throughout the Project, the access of women to decent work will be promoted, which is understood as the access to productive employment, with a decent salary, in a safe working environment where equality of treatment is guaranteed regardless their sex, as well as the rights to association.

The Project's intervention is structured over three results. ***Result 1 is "Organizational and participatory capacities of TDs, TRs and TOs strengthened to ensure decent job creation and entrepreneurship among rural women in Jenin Governorate"***. The collective organization of small rural entrepreneurs and producers in cooperatives or aligned business groups is key to allow economies of scale in the productive process and commercialization stage. Likewise, it allows for a higher level of security and guarantee, by counting on institutional support. In Palestine, cooperatives and women's clubs as a form of organized business group have had a long trajectory. However, they are subject to several difficulties to conform the legal necessary structures, and not all of them have the capacity (in terms of human, technical and economic resources) to achieve this status. The creation of a network of cooperatives, as an expected outcome of Project, aimed at strengthening the civil society in the same way as it occurs with other kinds of labor associations and/or the organized civil society itself.

Result 2. Is "The productive, marketing and financial management capacities of women's cooperatives in Jenin have been strengthened". Although the women's cooperatives are a normal instrument in Palestine, their production and commercialization skills are still very limited. Due to this, the identification of weaknesses and strengths that allow to orient the production to the market in an effective and sustainable way, as well as competitive, is here

presented. The aim was to establish networks with sales areas through contracts backed by the cooperatives themselves, which will contribute to their sustainability.

Result 3 is “Professional skills of young university graduates from Jenin strengthened aimed at improving opportunities for access to quality employment”. Palestine is one of the countries in the the region with the highest proportion of the population with finished university studies exists. Although the high level of unemployment has its origins in the political situation and the lack of sovereignty of the country, it is also certain that the gap between the supply and demand is very wide. The easiness to access higher studies usually creates imbalances in relation to the labor needs, given that job opportunities are quite reduced. Nevertheless, there is an opportunity to strengthen the economy and the rural productive effort, which does not count with trained personnel to start quality businesses which require specialized training in fields such as finances, marketing, etc. This result aimed to showcase the acquired skills by the young university population in the West Bank, putting them in the service of the cooperatives, establishing a win-win relationship by creating a system of scholarships that allows them to learn in a hands-on manner, in this way reducing an issue which was identified as weak in the study Projects.

The Assignment

Rural Women's Development Society (RWDS) has contracted Nexus International to conduct external Evaluation for the Project titled “Strengthening female-led cooperatives and improving professional opportunities of young women in Jenin Governorate, Palestine” funded by Generalitat Valenciana (GVA). The objective of the Evaluation is to provide RWDS and FPS with sufficient information about the performance of the Project, the perception of stakeholders and beneficiaries, to document lessons learned and to provide practical recommendations for follow-up action.

Evaluation purpose

To evaluate to what extent the intervention is approaching the general objective of development aid is contemplated: the fight against poverty and in particular the achievement of the United Nations Sustainable Development Goals with which it is interrelated. the Project (SDG 5 and 8), in the West Bank. Another purpose of the Evaluation focuses on the value that it has as a learning and knowledge management process, as well as its contribution to accountability and transparency among all the actors, including the target group, as a right holder and subject asset that participates in the achievement of development results.

The purpose of the final Evaluation is to assess the relevance, Coherence, effectiveness, efficiency, impact, and sustainability of the Project and its services and to provide RWDS with an independent comprehensive review of Project performance, processes and results. RWDS aims to build the institutional knowledge and promoting strategic and effective Projecting, the Evaluation results should identify and describe the lessons learned, assess progress and measure changes against planned indicators, summarize the experiences gained, both on a technical and managerial level.

The Evaluation will be used to ensure accountability towards donor and communities by reflecting the voices, opinions and experiences of the beneficiaries and stakeholders involved in

this Project. The final Project Evaluation findings will also be used by RWDS for future Project development based on recommendations and the lessons learnt to be concluded within the Evaluation stage.

1.2. Methodology of the Evaluation

This report provides the findings of the Evaluation of the “Strengthening female-led cooperatives and improving professional opportunities of young women in Jenin Governorate, Palestine”, which was undertaken by NEXUS International from over the period from January 9th to May 20th. The scope of the Evaluation covers all activities undertaken in the framework of the Project’s duration. This Evaluation report provides RWDS and FPS with sufficient information about the performance of the Project and the perception of stakeholders and beneficiaries, and to document lessons learnt and to provide practical recommendations for follow-up actions.

Based on the collected primary data and through a careful reading of the consolidated information and secondary data, the Project Evaluation focused at the Objectively Verifiable Indicators (OVIs) of the Project’s actions against its results, and came out with quantitative and qualitative data along with specific calculations for the achieved targets to measure the degree of success of the Project and its impact on the targeted beneficiaries. (Annex 1: Project’s Results Achievements Matrix).

As per the ToR, the Evaluation has been carried out using the participatory approach, seeking the views and assessments of all parties, including RWDS, FPS, relevant Duty Bearers, and the Project’s beneficiaries to collect information and insights.

At the level of the Evaluation’s conclusions and recommendations, the focus was placed on highlights, significant, important, or interesting findings and conclusions, and recommendations. In realizing the objective of this Evaluation, four phases were followed with a number of tools used throughout the Evaluation process to gather data from different sources to allow for triangulation of data, namely:

i. Inception Phase

Literature/Documentation Review:

The Evaluation Team commenced the Evaluation process with a comprehensive review of all available literature related to the Project.

Inception Meeting

The document review was followed by an inception meeting and focused discussions with the RWDS and the FPS team to get their insights on the objective, methodology and expected results of the assignment, this meeting was held on January 9, 2023.

Inception Report

Based on the document review and the inception meeting, the Evaluation Team synthesized the various information and summarized them schematically in the inception report. The inception report detailed the methodology and tools to be used during the assignment.

The inception report was delivered on February 22, 2023 and provided a comprehensive description of the Evaluation Team's understanding of the ToR, and outlined the key scope of work and intended work plan of the analysis, which included a field-work phase, with both primary and secondary data collection methods, and the Evaluation approach including both quantitative and qualitative data analysis, and provided a complete work plan for the entire review period.

ii. Data Collection Phase

Key Informant Interviews:

The Evaluation Team identified the key informants from across the groups of concerned stakeholders and conducted (14) one to one interview. From this exercise, the Evaluation Team was able to get stakeholders' feedback on the implementation and Project results, especially RWDS, FPS (HQ and field team), CWA, MoA, MoNE, Chamber of commerce and other duty bearers which were met in separate meetings as each has their role in the Project and was asked different questions. The Evaluation Team had prepared standard interview guiding questions to collect information from relevant stakeholders to address the evaluation questions stipulated in the ToR. At total of 16 (9 women and 7 men) participated in the 14 KIIs. Annex 2 includes the summary notes of the different conducted KIIs.

Focus Group Discussions

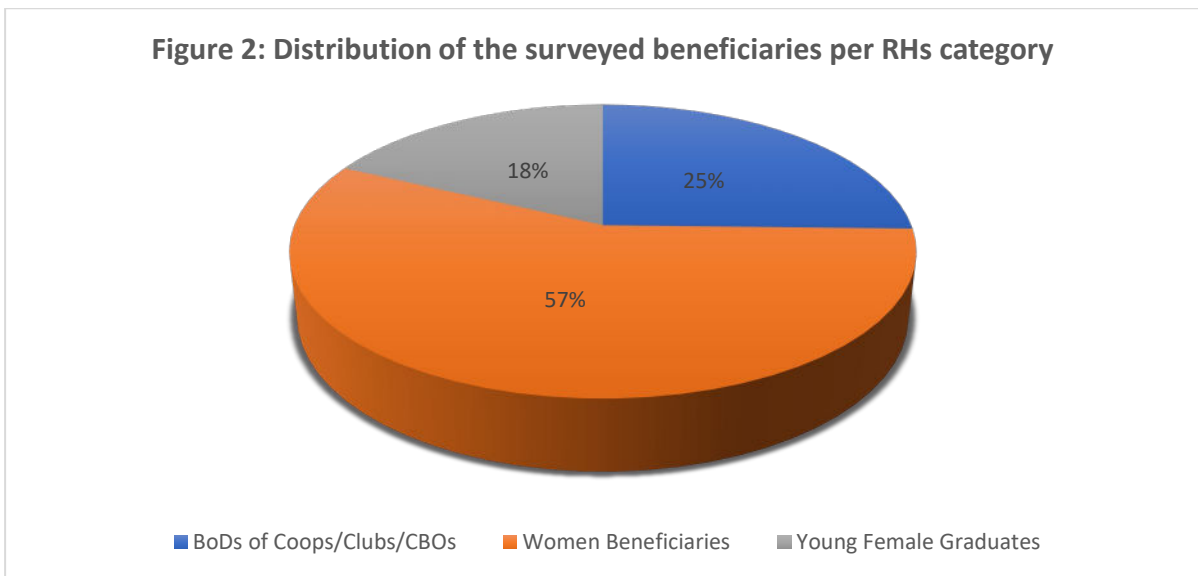
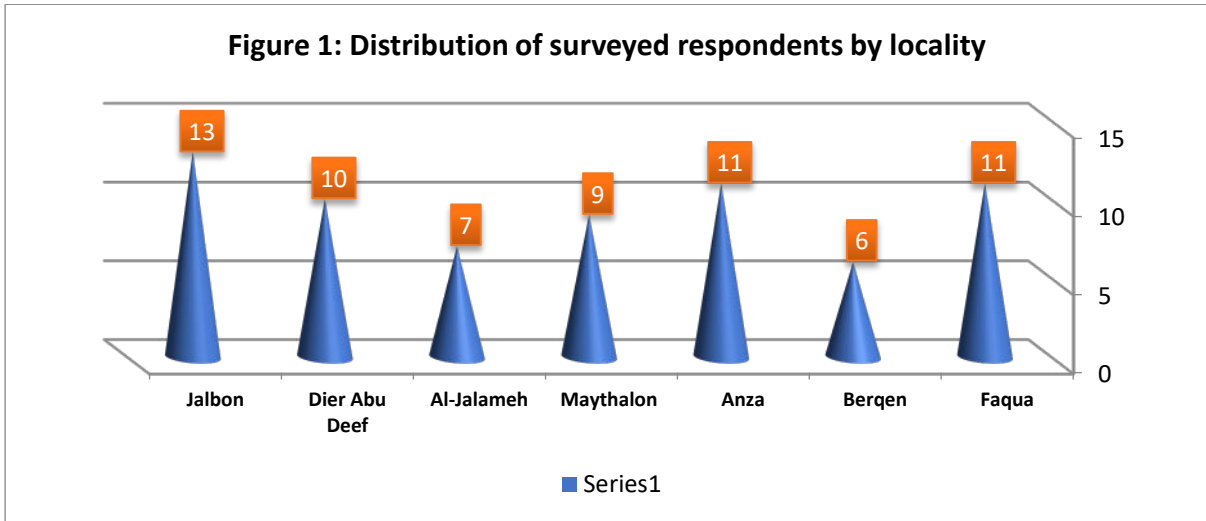
The Evaluation Team prepared focus groups guidelines in order to collect information from the Project beneficiaries (Right Holders), collect qualitative information about the intervention and give the beneficiaries the space to express how they benefited from the Project. A total of (15) FGDs were held. The Evaluation Team had prepared standard interview guiding questions to collect information from the RHs to address the evaluation questions stipulated in the ToR. 45 women participated in 7 FGDs of the production groups members; 31 women participated in the FGDs of the member of 7 BoDs, in addition to 12 Young Female Graduates had participated in their FGD. Annex 2 includes the summary notes of the different organized FGDs.

Survey (Questionnaire)

The Evaluation Team used sound sampling strategy to obtain a representative sample out of the target groups (Right Holders). The sample size for the survey was calculated considering the number of beneficiaries, 90% Confidence Level, with margin of error 10%. A total of 67 questionnaires were filled by respondents as follows: 38 women who work in the production units of the targeted cooperatives, clubs and CBOs; 17 women members of the BoDs of the cooperatives, clubs and CBOs; and 12 Young Female Graduates. The evaluation team made sure that the sample covered all segments of the Project beneficiaries in a fair and logical manner. (Figures #1 and 2). Three different structured questionnaires were designed, tested, adjusted and filled by the Evaluation Team with RHs, in order to collect substantive information, supporting the qualitative analysis that had been undertaken by the Evaluation Team. The questionnaires were designed in a way that allows measurement of the perceptions of the different categories of RHs regarding the common aspects. For this evaluation survey, the evaluation team had used EzPilot software that supports collecting data using mobile devices.

Field visits

The Evaluation Team conducted 7 field visits to observe the quality of the provided inputs, confirm the occurrence of the reported activities and for perform in-depth discussions and triangulation of the data gathered through the other data collection tools. The 7 field visits are distributed as follows: 5 visits to the production sites of the groups and/or their administration premises (Al Jalameh, Deir Abu Deef, Jalboun, Anza and Burqeen), one visit to vineyard in Maythaloun and one visit to a value chain actor (As Sadeq Foundation in Faqoua’) who market products of women group.



Submission of Fieldwork Report

The Evaluation Team has prepared a fieldwork report through which they provided information on the performed field activities.

iii. Analysis Phase

The detailed Evaluation of the Project has been guided by the data and information gathered from Project sources, internal information and Project beneficiaries. The gathered information has been reviewed and compiled according to the internationally agreed Evaluation methodologies, and matched against with the given Evaluation criteria in the ToR. The surveys were analyzed using SPSS software and the results were disaggregated as per the ToR. The Evaluation Team supported findings and recommendations with explanations, testimonies and examples.

iv. Reporting Phase

Draft Report Writing

A draft of a well-edited and proofread Draft Evaluation Report has been produced, based on a complete analysis of the collected data. The outline of the Evaluation Report follows the instruction stipulated in the ToR. Drafting the report has been a teamwork and conducted in relation with selected proxies from among knowledgeable experts and professionals, in order to double-check the accuracy of the information conclusions and the feasibility of the recommendations.

Validation & Learning Workshop

After submission of this draft Evaluation Report, The Evaluation Team will organize a validation workshop (learning Event) with RWDS and FPS. During this workshop, the main findings and outcomes of the Evaluation will be presented in a power point presentation and discussed in the workshop for verifying and, the most possible extent, agreeing on suggestions, conclusions, and recommendations.

Final Reporting

The Evaluation Team incorporated the comments received from RWDS and FPS on the draft report and inputs from the validation workshop discussions into the final version of the Evaluation Report as per the Terms of Reference.

1.3. Limitations of the Evaluation

The Evaluation assignment has been accomplished smoothly and without major challenges. However, the Evaluation Team faced some challenges, key ones are:

- The complex security and political situation: Jenin governorate suffers (and during the Evaluation period) from difficult conditions and repeated cases of incursions, road closures and tightening in the area of the governorate, in addition to armed clashes and assassinations.
- The general mode of the surveyed group: as the political – economic – social situation is getting more complex and has more negative factors (like strikes, and the mentioned above political circumstance's) the mode of the interviewed groups was muddled due to these factors.

- Identifying the right Key Informants: The Evaluation Team faced a difficulty that many officials didn't know in-depth information about the intervention and were confused with other Projects.
- The frequently mixing between donors and Projects by the RHs, were the Evaluation Team found themselves in the need to validate the information more than once.

1.4. The Evaluation Team

The Evaluation Team is composed of four members

1. **Mohammed Khaled: Team Leader/ Monitoring and Evaluation Expert.**

- Was the Focal person of the Evaluation at Nexus and responsible for fulfilling the contractual arrangements under the TOR; and coordination with RWDS.
- Led the Evaluation Team in accordance to the assigned roles and the work plan of the Evaluation mission and submitting all required deliverables.
- Provided methodological support and guidance to the Evaluation Team.
- Managed the Evaluation process with support from Operations and Logistics Coordinator
- Developed the Evaluation inception report, including an Evaluation matrix and a gender-responsive methodology, in line with the TOR, with support of the Data Collection and Analysis Expert.
- Set data analysis framework
- Responsible for data collection tools design
- Developed sampling methodology and calculate sample size.
- Formulated of relevant Evaluation questions and indicators,
- Developed of surveys and interview guides,
- Elaborated on findings as well as formulation of recommendations and lessons learned.
- Undertook all KIIs
- Lead all FGDs with BoDs
- Lead all field visits
- Produce draft reports adhering to RWDS evaluation templates, and brief the Project Manager, as well as stakeholders when needed, on the progress, key findings and recommendations;
- Check if all and respective evaluation questions are answered, and relevant data, disaggregated by sex, is presented, analyzed and interpreted;
- Finalize the evaluation report, incorporating comments and questions from the feedback/ audit trail.

2. **Mohammed Qalalwah: Data Collection and Analysis Expert, Mr.Qalalweh:**

- Led surveys data analysis.
- Contributed to elaboration of the inception report
- Participated in producing the draft final evaluation report.
- Participate in the finalization of the the final evaluation report, incorporating comments and questions from the feedback/ audit trail

3. **Ms. Amal Khaled: Researcher and Logistics Coordinator, Ms. Khaled:**

- Provided all admin, logistics, financial support and facilitations required for successful and timely completion of the different works and activities of the assignment.
- Performed desk review of relevant documents.
- Contributed to data collection tools design
- Participated in the Key Informant Interviews (KIIs) with key relevant stakeholders
- Lead all FGDs with women who works in the production units of the targeted cooperatives, clubs and CBOs
- Co-analyzed the collected data
- Participated in producing the field report and the draft final evaluation report.
- Participate in the finalization of the the final evaluation report, incorporating comments and questions from the feedback/ audit trail.

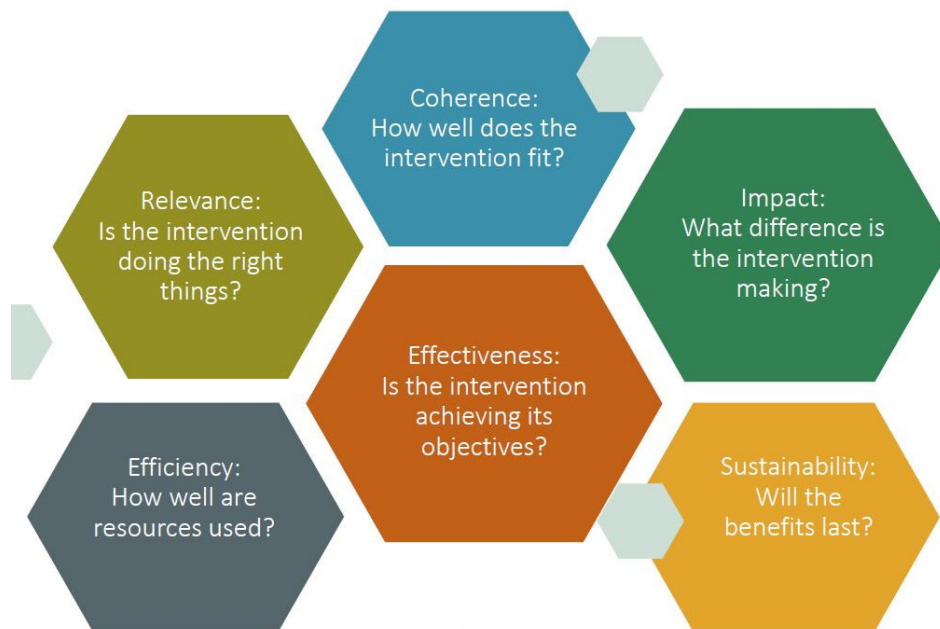
4. Ms. Naqa Hamed: Researcher, Ms. Hamed:

- Performed desk review of relevant documents.
- Contributed to data collection tools design
- Participated in the Key Informant Interviews (KIIs) with key relevant stakeholders
- Co-analyzed the collected data
- Participated in producing the field report and the draft final evaluation report.
- Participate in the finalization of the the final evaluation report, incorporating comments and questions from the feedback/ audit trail.

2. Questions and Evaluation Criteria

This external Evaluation, requested by RWDS, assessed the Project titled “Strengthening female-led cooperatives and improving professional opportunities of young women in Jenin Governorate, Palestine” against the six OECD-DAC Evaluation criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), and gives recommendations to improve similar future Projects. A set of questions were stipulated for each of the six criteria. These questions and tools for their measurements were documented in the below Evaluation Matrix which was presented in the inception report.

Figure 3: DAC OECD-DAC Evaluation Criteria



2.1. Evaluation Matrix

Evaluation Criteria	Evaluation question	Source of verification
Relevance	1. To what extent are the objectives of the Project still valid? Has anything changed to affect its relevance?	<ul style="list-style-type: none"> ▪ Project documents review ▪ Project Reports ▪ Survey of beneficiaries ▪ KII and FGDs ▪ Interviews with Project staff and management
	2. To what extent are the objectives of the Project corresponding to the targeted population’s expectations, and to women’s need in particular?	<ul style="list-style-type: none"> ▪ Project documents review ▪ Project Reports ▪ Survey of beneficiaries ▪ KIIs with MoA

Evaluation Criteria	Evaluation question	Source of verification
		<ul style="list-style-type: none"> ▪ KII with CWA ▪ FGDs BoD ▪ FGD Beneficiaries ▪ FGD Graduates ▪ Interviews with Project staff and management
	3. Are the activities and outputs of the Project consistent with the overall goal and the attainment of its objectives?	<ul style="list-style-type: none"> ▪ Interviews with Project staff and management ▪ Interview with FPS ▪ Project Final Report
	4. Did the Project align with the Palestinian Authority's (PA), donors & implementing partners' objectives and plans?	<ul style="list-style-type: none"> ▪ Documents review (Project document Vs relevant strategies) ▪ KIIs with MoA ▪ KII with CWA ▪ Interview with RWD General Manager ▪ Interview with FPS
	Coherence:	1. To what extent other interventions support or undermine the Project, and vice versa?
2. Which synergies and interlinkages between the Project and other interventions are carried out by other institutions?		<ul style="list-style-type: none"> ▪ Project Final Report ▪ KII with CWA ▪ Interview with RWD General Manager ▪ Interview with FPS ▪ FGD BoD
3. How consistent is the Project with other actors' interventions in the same context?		<ul style="list-style-type: none"> ▪ Project Final Report ▪ KII with CWA ▪ Interview with RWD General Manager ▪ Interview with FPS ▪ FGD BoD
4. Is this Project coherent regarding the local context?		<ul style="list-style-type: none"> ▪ Project Final Report ▪ KII with CWA

Evaluation Criteria	Evaluation question	Source of verification
		<ul style="list-style-type: none"> ▪ Interview with RWD General Manager ▪ Interview with FPS ▪ FGD BoD ▪ Beneficiaries Survey
	5. How consistent is the Project with the relevant international norms and standards?	<ul style="list-style-type: none"> ▪ Project Document ▪ KIIs with Project staff and management ▪ Interview with FPS
Effectiveness:	1.Quantitative overview of the planned and achieved outputs and outcomes. (kindly see below indicators verification matrix)	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ KIIs with FPS, RWDS M&E officer/s
	2.How did the Project supported services contribute to achieving the planned outcome of the Project?	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ FGDs Beneficiaries ▪ FGDs BoD ▪ FGD Graduates ▪ Interviews with Project staff and management
	3.Qualitative review of the planned and achieved objectively verifiable indicators per each outcome. (kindly see below indicators verification matrix)	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ FGDs Beneficiaries ▪ FGDs BoD ▪ FGD Graduates ▪ KII RWDS Project coordinator ▪ KII with FPS Project Manager ▪ KIIs with FPS, RWDS M&E officer/s
	4.Assessment of FPS, RWDS timely implementation of Project activities as planned.	<ul style="list-style-type: none"> ▪ Project work plan ▪ Project Reports ▪ Interviews with Project staff and management ▪ Interview with FPS
	5.Were FPS, RWDS's management / operational procedures effective?	<ul style="list-style-type: none"> ▪ Project work plan ▪ Project Reports ▪ Interviews with Project staff and management ▪ Interview with FPS
	6.What were the management/operational	<ul style="list-style-type: none"> ▪ Project work plan

Evaluation Criteria	Evaluation question	Source of verification
	challenges met by FPS, RWDS during the Project implementation	<ul style="list-style-type: none"> ▪ Project Reports ▪ Interviews with Project staff and management ▪ Interview with FPS
	7. Were the planned monitoring system and procedures applied timely and regularly updated according to the needs?	<ul style="list-style-type: none"> ▪ Project work plan ▪ Project Reports ▪ Interviews with FPS, RWDS M&E officer
	8. What is the degree of quality of performance of the Project team, partners' outreach teams?	<ul style="list-style-type: none"> ▪ Survey of beneficiaries ▪ KII and FGDs
	9. What are the main non-planned achievements within the Project	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ FGDs ▪ KIIs with Project staff and management
	10. What were the key internal and external constraints and challenges affecting positively or negatively the Project implementation? Were the mitigation or solutions put in place adapted and responsive?	<ul style="list-style-type: none"> ▪ Project documents review ▪ Project Reports review ▪ KIIs with Project staff and management
	11. To which extent did beneficiaries get involved in the planning and implementation phases?	<ul style="list-style-type: none"> ▪ Project documents review ▪ Project Reports ▪ KIIs with Project staff and management ▪ FGDs
	12. Assessment of progress in the establishment of a cooperative women's network	<ul style="list-style-type: none"> ▪ Final Report review ▪ Interim Reports review ▪ KIIs and FGDs
Efficiency	1 Cost effectiveness in resources utilization.	<ul style="list-style-type: none"> ▪ Budget review ▪ Interim Reports review ▪ Interviews with procurement and financial staff ▪ Comparison with other similar Projects "If such information are available"
	2 Management of budget overspending or under spending and impact on Project objectives maximization	<ul style="list-style-type: none"> ▪ Budget review ▪ Interim Reports review ▪ KII with procurement and financial staff of RWDS ▪ Comparison with other similar Projects

Evaluation Criteria	Evaluation question	Source of verification
		“If such information are available”
	3 Day-to-day management of RWDS teams – Operational work planning and implementation (input delivery, activity management and delivery of outputs); risk management; respect for planning and deadlines.	<ul style="list-style-type: none"> ▪ Project work plan ▪ Project Reports ▪ Internal follow up procedures ▪ KII with RWDS Project Coordinator ▪ Interview with Project team
	4 The quality of relations/ coordination/ communication of FPS, RWDS with local authorities, institutions, beneficiaries, and other donors and stakeholders.	<ul style="list-style-type: none"> ▪ KII with FPS Project Manager ▪ KII with RWDS Executive Director ▪ KII with RWDS Project Coordinator
Sustainability	1. To what extent the benefits of the Project will likely continue after donor funding ceased?	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ FGDs ▪ KIIs
	2. Are there risks to the sustainability of changes? What has the Project been able to do to address the challenges and risks to the sustainability of changes?	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ FGDs ▪ KIIs
Impact	3. Assessment of impact of increasing the income rate of rural women in the target locations	<ul style="list-style-type: none"> ▪ Final Report review ▪ Interim Reports review ▪ Survey of beneficiaries ▪ KIIs and FGDs
	4. Assessment of impact of Project services in changing beneficiaries’ daily routine?	<ul style="list-style-type: none"> ▪ Final Report review ▪ Interim Reports review ▪ Survey of beneficiaries ▪ KII and FGDs
	5. Assessment of impact of Project on creating decent employment and entrepreneurship among rural women in Jenin Governorate	<ul style="list-style-type: none"> ▪ Final Report review ▪ Interim Reports review ▪ Survey of beneficiaries ▪ KII and FGDs
	6. Assessment of impact of Project on increasing the ability of women participating in the Project to market their products and increase production and sales	<ul style="list-style-type: none"> ▪ Final Report review ▪ Interim Reports review ▪ Survey of beneficiaries ▪ KII and FGDs
	7. Assessment of impact of Project towards improving the access of young university graduates to quality employment	<ul style="list-style-type: none"> ▪ KIIs ▪ Survey of beneficiaries

Evaluation Criteria	Evaluation question	Source of verification
		<ul style="list-style-type: none"> ▪ FGDs
	8. Assessment of Project trainings and awareness workshops in enhancing women (RH, RB, DB) in women's right and participating in the decision-making process and the design of public policy.	<ul style="list-style-type: none"> ▪ KIIs ▪ Survey of beneficiaries ▪ FGDs
	9. Identify the unintended impact of the Project on the target group and stakeholders if any.	<ul style="list-style-type: none"> ▪ Final Report review ▪ Survey of beneficiaries ▪ KIIs and FGDs

3. Analysis: Evaluation Findings

3.1. Relevance

The Jenin Governorate is located in the northern part of the West Bank in Palestine and has a population of approximately 314,000 people (as of 2021). According to the Palestinian Central Bureau of Statistics (PCBS) data for the year 2021, the gender distribution in Jenin Governorate was almost equal, with females representing 49.5% of the population, and males representing 50.5%. The age distribution showed that around 53% of the population in Jenin Governorate were under the age of 25, while 4.5% were over the age of 65.

Furthermore, the PCBS data indicated that the literacy rate in Jenin Governorate was 96.6%, with males having a slightly higher literacy rate than females. In terms of educational attainment, 35.7% of the population in Jenin Governorate aged 10 years and above held a bachelor's degree or higher, while 32.9% held a secondary education certificate¹.

Poverty is a significant challenge in Palestine, particularly for women and marginalized groups. According to PCBS, the poverty rate in Palestine was 29.2% in 2019, with higher rates among women and in rural areas. In Jenin Governorate, the poverty rate was 27.7% in 2019, with higher rates among households headed by women and in rural areas. According to the PCBS, the poverty rate among female-headed households in Jenin was 47.6% in 2019, compared to 23.8% among male-headed households².

According to the PCBS data for the first quarter of 2022, the **unemployment** rate in the West Bank was 24.8%. The unemployment rate in the Jenin Governorate, specifically, was 26.4%.³

According to the PCBS data for the year 2021, there were 323 registered **cooperatives** operating in Palestine, with a total of 34,020 members. These cooperatives operated in various economic sectors, including agriculture, industry, services, and trade. In the Jenin Governorate specifically, there were 28 registered cooperatives with a total of 2,232 members. The majority of the cooperatives in Palestine are agricultural cooperatives, with 195 operating in the agriculture sector, followed by 69 in the services sector, 39 in the industry sector, and 20 in the trade sector⁴.

According to a report by the United Nations Development Project (UNDP) in 2019, only 17% of cooperative members in Palestine are women⁵. Women's cooperatives in Palestine, including those in Jenin, face several marketing challenges that limit their success and growth. These challenges include:

¹ Palestinian Central Bureau of Statistics (PCBS). (2021). The Governorate of Jenin in Numbers. Retrieved from <https://www.pcbs.gov.ps/page.aspx?prmid=2376>.

² Palestinian Central Bureau of Statistics. (2020). Poverty in Palestine. Retrieved from <https://www.pcbs.gov.ps/en/node/824> and Palestinian Central Bureau of Statistics. (2020). Women and Men in Palestine 2019. Retrieved from <https://www.pcbs.gov.ps/en/node/695>

³ PCBS. (2022). Labor Force Survey Q1/2022. Retrieved from <https://www.pcbs.gov.ps/Downloads/book2613.pdf>

⁴ Palestinian Central Bureau of Statistics (PCBS). (2021). Registered Cooperatives and Their Members in the West Bank, Gaza Strip and Jerusalem Governorates in 2020. Retrieved from <https://www.pcbs.gov.ps/en/node/1569>

⁵ UNDP. (2019). Women's Economic Empowerment through Cooperatives in Palestine. Retrieved from <https://www.ps.undp.org/content/papp/en/home/library/women-s-economic-empowerment-through-cooperatives-in-palestine-.html>

- Limited market access: Women's cooperatives often struggle to access local and international markets due to a lack of knowledge and expertise in marketing and export procedures, as well as limited access to transportation and distribution channels.
- Limited visibility and branding: Many women's cooperatives lack adequate branding and marketing strategies to promote their products effectively. They also often lack the resources to participate in trade shows and exhibitions to showcase their products.
- Limited product diversity: Women's cooperatives in Palestine often focus on traditional crafts and products, such as embroidery, which may limit their ability to reach wider markets. They may also face challenges in developing new and innovative products that meet market demands.
- Limited access to funding: Women's cooperatives often face financial challenges in marketing their products, such as limited access to funding for marketing and branding activities.
- Cultural and social norms: Cultural and social norms may also limit women's ability to market their products, particularly in conservative areas. Women may face restrictions on traveling to marketplaces and exhibiting their products, which can limit their opportunities to expand their businesses.

Young women graduates in Palestine, including those in Jenin, face various challenges in accessing decent work opportunities. These challenges include⁶:

- Limited job opportunities: The Palestinian labor market suffers from a high unemployment rate, particularly among young people. This limits the availability of decent work opportunities for young women graduates.
- Gender discrimination: Women face gender discrimination in the labor market, including lower wages, limited opportunities for career advancement, and a lack of access to decision-making positions.
- Limited access to training and skills development: Young women graduates may lack the necessary skills and experience required by employers. Limited access to training and skills development opportunities further hinders their ability to secure decent work opportunities.
- Lack of social and professional networks: Young women graduates may lack access to social and professional networks that could help them find employment opportunities or develop their careers.
- Cultural and social norms: Cultural and social norms may also limit young women's access to decent work opportunities, particularly in conservative areas. Women may face restrictions on traveling to work or participating in certain industries, which can limit their opportunities to enter the labor market.

In Palestine, women's rights, including their socioeconomic and land rights, are recognized and protected under national laws and international conventions. However, women still face significant challenges in accessing and exercising these rights, particularly in conservative areas

⁶ International Labour Organization. (2021). Women's Economic Empowerment in Palestine: A Baseline Study. Retrieved from https://www.ilo.org/wcmsp5/groups/public/---arabstates/---ro-beirut/documents/publication/wcms_812158.pdf

such as Jenin Governorate. Women in Palestine face various challenges in accessing and exercising their socioeconomic rights, including access to education, healthcare, employment, and social protection. Women also face gender-based discrimination in the labor market, including lower wages and limited opportunities for career advancement. Moreover, women in Palestine often bear a disproportionate burden of unpaid care work, which can limit their ability to engage in paid work and contribute to their families' livelihoods⁷.

In Palestine, women have the legal right to own and inherit land, but they face significant challenges in accessing and exercising these rights. Traditional cultural norms and patriarchal attitudes often restrict women's access to and control over land, particularly in conservative areas such as Jenin. Women also face various legal and administrative barriers to owning and registering land, such as discriminatory inheritance laws and complex land registration processes⁸.

The Project is aligned with the updated version of the Social Development Sector Strategy 2021-2023, i.e., the Project contributes to strategic objective #1: Alleviating poverty and its targeted result #1.2. “Poor households and marginalized people are empowered socially and economically”.

In addition to that, the Project is well-aligned with the Palestinian Ministry of Women's Affairs' Sectoral Plan to Enhance Equality between the Sexes and Women Empowerment 2017-2022. In particular, the Project contributes to the attainment of three strategic objectives of this plan, which are: “Promoting women's participation in decision-making and leadership roles”, “Enhancing women's economic participation and entrepreneurship” and “Strengthening legal frameworks and policies to protect women's rights”

The Project is well-aligned with the National Agricultural Sector Strategy in Palestine “Resilient and Sustainable Agriculture 2021-2023”. More specifically, the Project contributes to the attainment of three strategic objectives of this plan, which are: “Enhancing the competitiveness and market orientation of the agricultural sector to increase farmers' incomes and market share”, “Achieving an increase in the production and productivity of the agricultural sector through the adoption of modern technologies and good agricultural practices”, and “Improving the quality of life and livelihoods of farmers and rural communities by promoting social and economic development and enhancing social protection mechanisms”.

The Project is well aligned with the National Strategic Plan for Cooperative Sector in Palestine 2021-2023. The Project contributes to the attainment of all of the three strategic objectives of this plan, which are: “Strategic objective #1: An institutional and legislative environment that enables the cooperative movement to grow and develop”, “Strategic Objective 2: Improved

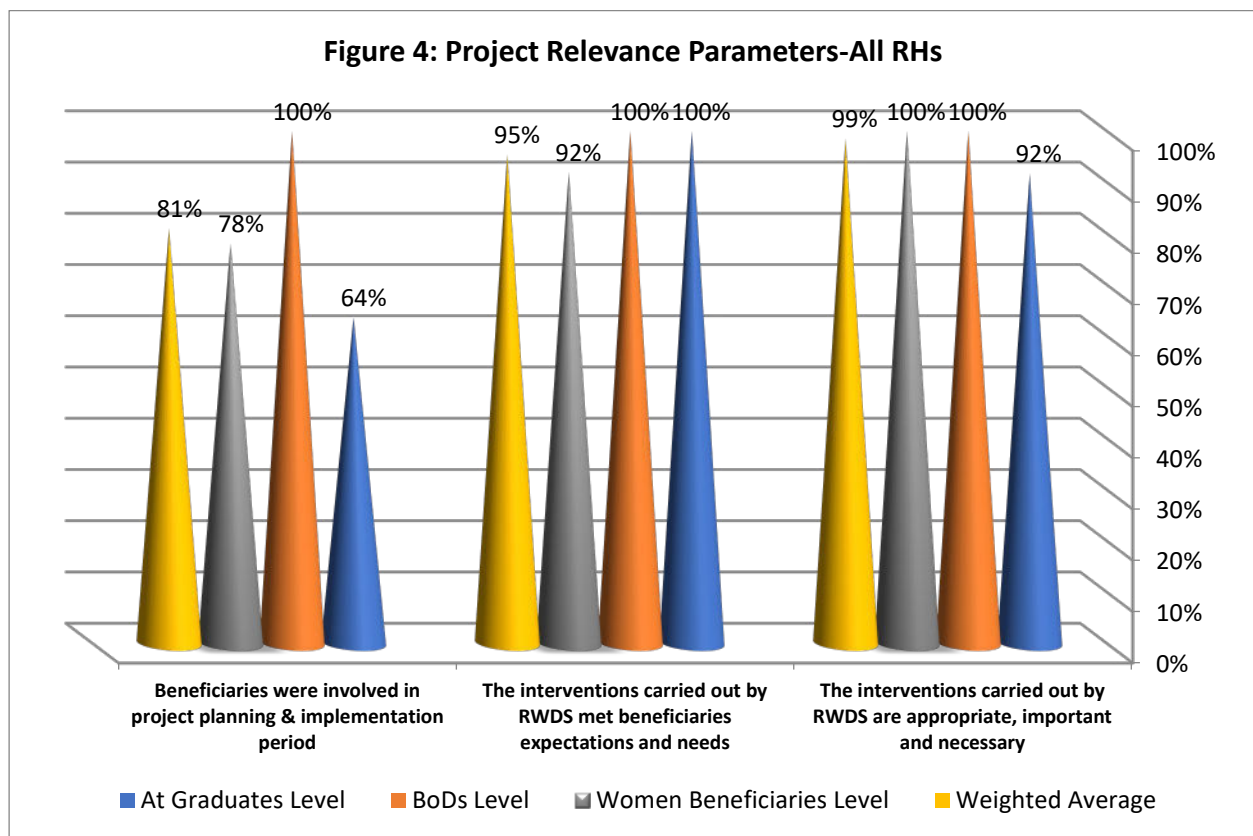
⁷ United Nations Development Programme. (2019). Women's Socioeconomic Rights and their Realization in the Occupied Palestinian Territory. Retrieved from https://www.ps.undp.org/content/papp/en/home/library/democratic_governance/women_s-socioeconomic-rights-and-their-realization-in-the-occupi.html

⁸ United Nations Women. (2018). Women's Land Rights in Palestine. Retrieved from <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2018/womens-land-rights-in-palestine-en.pdf?la=en&vs=1677>

financial and organizational performance of cooperatives” and “Strategic Objective 3: Cooperative work includes new categories and areas of work”.

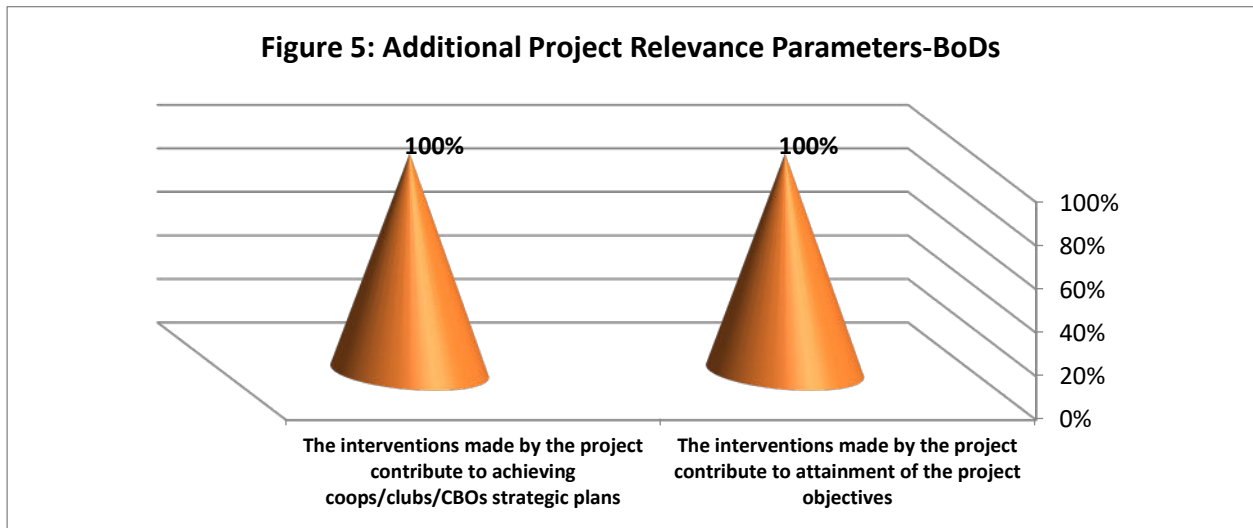
The Project contributes to the attainment of The V Master Plan for Valencian Development Cooperation 2021-2024, particularly, “Strategic Objective 1: Contribute to sustainable human development and the effective realization of the human rights of individuals and populations living in contexts of greater vulnerability, poverty and exclusion”. It also fully aligned with RWDS and FPS own strategies.

As illustrated in Figure # 4, on average, 99% of surveyed young female graduates, BoDs and women who work in coops/ clubs and CBOs production units perceive the interventions carried out by RWDS were appropriate, important and necessary for them. 95% of them, confirmed that the interventions carried out by RWDS have met their expectations and needs. Additionally,, 81% of them were involved in Project planning & implementation.



Additionally, as illustrated in Figure # 5, 100% of the surveyed Board of Directors of the targeted` coops/clubs/CBOs believe that the interventions carried out by the Project contribute to the attainment of the Project objectives. Likewise, all of them confirmed that the interventions made by the Project contribute to achieving their coops/clubs/CBOs strategic plans.

Figure 5: Additional Project Relevance Parameters-BoDs



One of the participants in the FGDs said, *“We all, as a family, support the Project interventions, and even our husbands are happy with them. When husbands are supportive, it has a great effect.”* Said Hanan Sadi from Al Jalameh. Another participant added, *“Working here helps build character for women, improves communication, and we have fun together”* Said Fatheyeh Abu Farha from Al Jalameh. A third one stated *“Yes, this Project has made important improvements for us, but we need this support to continue to tackle other challenges we face”*. Said Rana Shaban from Al Jalameh

To address the challenges that women cooperatives business face, FPS and RWDS implemented this Project that includes diversified interventions including, among other things, developing management and financial systems of the cooperatives, providing women with training on marketing and branding strategies, facilitating access to markets, and supporting the development of new and innovative high quality products while enhance the competitiveness of women's cooperatives and promote their participation in local markets.

To address these challenges facing young women graduates in Jenin Governorate, FPS and RWDS implemented diversified interventions, to support young women's access to decent work opportunities enhancing the employability of young women graduates and promote their participation in the labor market. These interventions included, among other things, providing training Project on cooperatives management and job search skills, supporting internship Project, exposing them to labor market opportunities and actors, in parallel with raising awareness and sensitizing duty bearers and decision makes to adopt gender equal and inclusive labor policies.

To address these challenges facing women access to their socioeconomic and land rights, the Project implemented various interventions that aimed to promote gender equality in the labor market, women participation in decisions-making process and enhance women's access to and control over land. These interventions, included, among other things, providing trainings on women land and inheritance rights and women's participation in decision-making processes and providing trainings for women entrepreneurs to initiate and/or enhance their own entrepreneurial initiatives.

In general, the Project has implemented appropriate and feasible interventions. Having said that, the participants of FGDs had confirmed this applicable for most of the activities. For example, sweets making training was reported as the best intervention by most of the FGDs participants. Likewise, labeling and packing training was also remarkably reported as a very beneficial training by most of FGDs participants. However, the provision of the machineries and equipment witnessed some challenges related to their technical specifications and the needed infrastructure for some of them (like the oven size in Dei Abu Deif).

The support provided for the Anza soap production Project seems appropriate as it enabled the club to eliminate 50% of the defects in the produced soap pieces by providing new molds and bigger cooking containers. The total sales achieved by the soap production were 7,556 NIS, resulting in a net income of 2,000 NIS for the club. However, running the soap production unit in the same premises where food processing activities were carried out is entirely inappropriate.

Through a previous Project, RWDS supported the club with significant investments in infrastructure, equipment, and machinery for producing maftool and pastries on their premises. However, when the club started producing soap, initiated by another organization (ARIJ) and later complemented by this Project's support, in the same location, they could no longer produce maftool or pastries due to the chemicals used in the soap production. As a result, some of the club members began producing maftool and pastries in their homes, leading to a significant decrease in various business parameters. Additionally, the investments made in the infrastructure became useless and were not utilized.

The production capacity of pastries decreased from 46,200 pieces per year (club production) to 19,200 pieces (individually home production), representing a 58% decrease in volume of production. In terms of sales, they decreased by almost the same percentage (about 55%).

The production capacity of maftool decreased from 3,000 kg per year (club production) to 1,500 kg per year (individually home production), representing a 50% decrease in volume of production. In terms of sales, they decreased by almost the same percentage (about 50%). Basemah Barhmeh, for instance, stated, "When I produced maftool in the club, I earned a net of 2,000 NIS in the season, while now I only earn 800 NIS." This represents a 60% decrease in income at the members' level. Furthermore, the maftool produced by members in their homes is less competitive and lower in quality than the club's production since they lack the necessary tools, such as dryers, in their homes. This change deprived the club of 8,000 NIS per year aside of the income were gained by the individual member, while the net income from soap production was only 2,000 NIS, resulting in a 300% decrease in income at the club level.

3.2. Coherence

The Project aimed at supporting seven women cooperatives, clubs, and community-based organizations in Jenin Governorate. These organizations were selected by RWDS based on their successful experiences with them, as well as their proven record of high commitment and cooperation. RWDS has efficiently ensured synergies and interlinkages between this Project and other interventions carried out by RWDS other institutions.

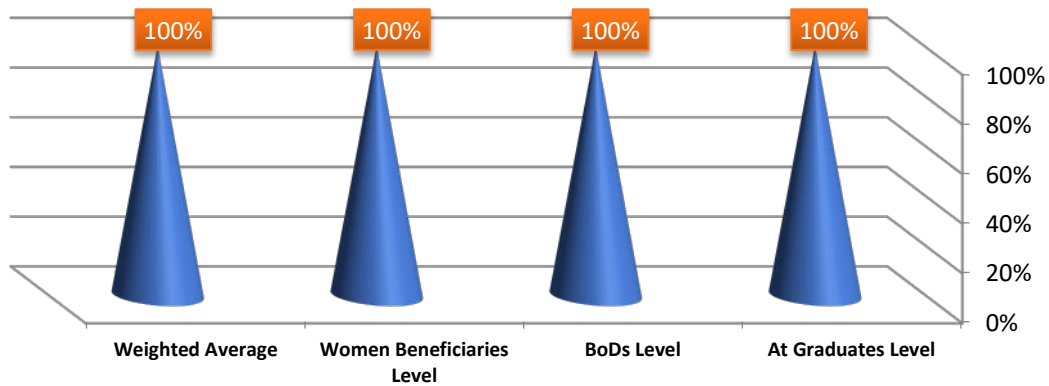
At the level of other RWDS' Projects, this Project has been well coordinated by RWDS-GIZ Project which targets four of the seven organizations targeted in this Project (Maythaloan, Jalboun, Anza, Burqin). Additionally, RWDS and FPS have considered the results achieved by this Project while they were planning for GVA2020 2nd phase titled "Building up the capacities of female-led cooperatives and the professional skills of young women by strengthening the Women Cooperative Platform in Jenin Governorate, Palestine" which will start in June 2023.

Furthermore, RWDS and FPS have considered the results achieved by this Project while they were planning for, the just started, Project titled "Towards a green agriculture in Palestine: Development of inclusive and sustainable models contributing to rural economic growth" which is implemented by FPS, RWDS and the Agricultural Development Association (PARC). This new Project will target 14 organizations including the seven that were targeted by this Project.

As for synergies and interlinkages between this Project and other interventions carried out by other organizations, RWDS's long-standing relationship with the target group and its organic relation with women's clubs have been instrumental in ensuring coordination and synergies among all interventions targeting these women organizations. According to Haneen Zeidan, RWDS' CEO, they have over 50 women's clubs who are branches of RWDS in various Palestinian areas, and they support them with a long-term development approach. With this approach, RWDS ensures constant exchange of information between RWDS and its clubs and the other targeted cooperatives and community-based organizations, and they consult RWDS prior to proceeding with any Project. This way, RWDS supports them in making the right decisions regarding different opportunities and ensures complementarity among different Projects.

As illustrated in Figure # 6, 100% of the surveyed young female graduates, BoDs and women who work in coops/ clubs and CBOs production units perceive the Project's interventions to be consistent with the prevailing culture in their communities and suitable for their local contexts.

Figure 6: Perception of RHs of project consistency with consistent with the prevailing culture in their communities



The Project is consistent with several international norms and standards. For instance, it aligns with the Sustainable Development Goals (SDGs) adopted by the United Nations General Assembly in 2015. Specifically, the Project contributes to SDG 5 which seeks to achieve gender equality and empower all women and girls, and SDG 8 which aims to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

The Project is also consistent with the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which was adopted by the United Nations General Assembly in 1979. The Project aligns with CEDAW by promoting women's economic empowerment, which is essential for achieving gender equality and eliminating discrimination against women.

Furthermore, the Project is consistent with the Universal Declaration of Human Rights (UDHR) which recognizes the inherent dignity and equal and inalienable rights of all members of the human family. The Project supports women's rights to work and economic opportunities, which are recognized as fundamental human rights under the UDHR. In addition, the Project is consistent with the International Labor Organization (ILO) conventions and recommendations that promote equal opportunities and treatment in employment and training, and recognizes the right to form and join organizations.

Finally, the Project is consistent with the principles of participatory development and community-based approaches, which are recognized as best practices in development interventions. The Project engages and empowers women cooperatives, clubs and CBOs in decision-making and Project implementation, which is essential for ensuring sustainability and ownership of the Project outcomes.

3.3. Effectiveness

Drawing on the Project's results framework, this section reflects on results achievements against their Objectively Verifiable Indicators (OVIs) by analyzing the monitoring information made available by RWDS and FPS and the data collected within this Evaluation. This section provides an overview of Project's team performance, monitoring and Evaluation, any unintended result, and an analysis of the extent to which the Project was effective and has achieved its targets.

Result 1: Strengthened the organizational and participative capacities of the Right Holders, Responsibility Bearers and Duty Bearers to guarantee the creation of decent employment and entrepreneurship among rural women in Jenin Governorate

- *OVI1 A network of women cooperatives established at the end of the Project in Jenin*

This indicator was achieved on target. A feasibility study was developed for registering cooperatives by 5 clubs and CBOs including legal analysis and roadmap for registration process. **Women Cooperative Coalition (WCC) was established with membership of the 7 participating coops/ clubs and CBOs.** This included devising an agreed upon bylaws which was endorsed by the 7 participating coops/ clubs and CBOs. A road map for further institutionalization steps of the WCC was developed. Additionally, a strategic plan for years 2023-2026 for the newly established WCC was developed as well.

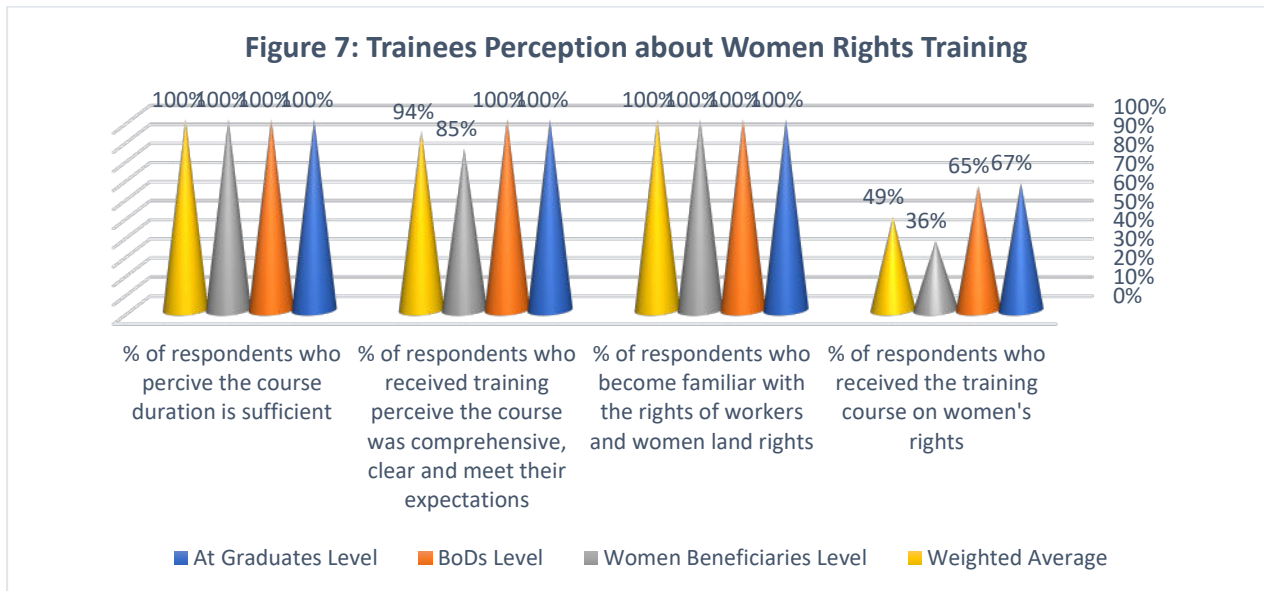
Furthermore, an awareness campaign was carried out through print media on the newly established WCC, promotional brochure about the WCC was produced and disseminated. The participants of the different FGDs agreed the potential for realization of the benefits of cooperation among cooperatives through the framework of WCC is promising. *“Through the Project, we signed an agreement with Anza club and now we sell soap and luffa together, soap from Anza and Luffa from Jalameh”*, declared Shatha- AlJalameh CBO.

- *OVI2 At least 60 people (50% of women) in Jenin Governorate (RH, RB, DB) are trained about women's rights by the end of the Project, concretely, about worker's rights, right to land and right to participate in the decision-making process and the design of public policy*

This indicator was underachieved. According to the Project draft final report, an awareness workshop was held at the Jenin Chamber of Commerce, with a total duration of 9 hours and the participation of **30** people (18 women and 12 men) from organizations such as the Ministry of Economy and Social Affairs, agricultural cooperatives, unions, and various local organizations. **This represents 50% achievement of the target.** The workshop covered the economic and labor rights of women, and covered, in particular, the different labor policies existing in Palestine (recruitment, labor development, benefits and social security, vacations, remuneration, etc.) from a gender perspective.

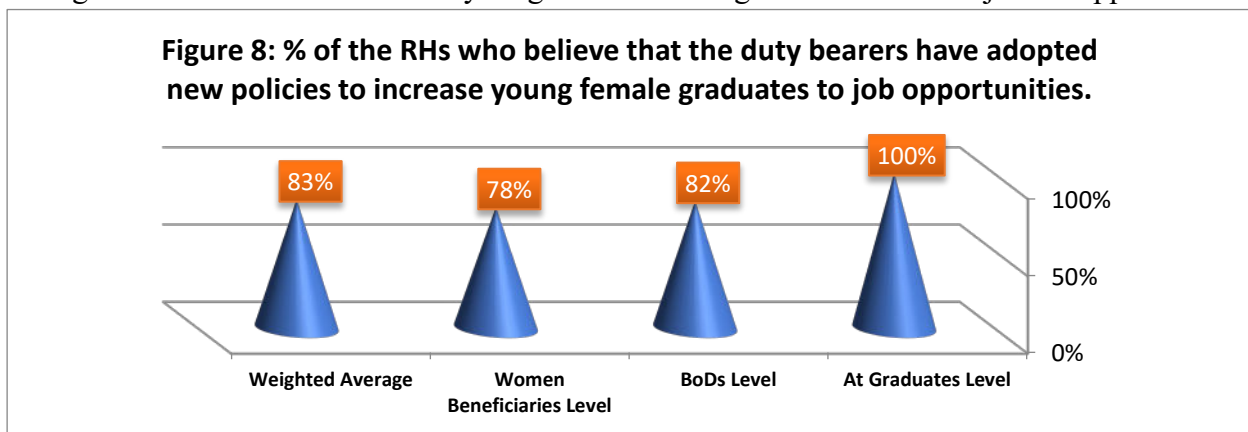
The Evaluation results revealed that 11 (**65%**) of the surveyed members of the BoDs, 13 (**36%**) of surveyed women who work in coops/ clubs and CBOs production units and 8 (**67%**) of the surveyed young women, (32 in total) reported that received training on women rights. As illustrated in Figure # 7, **100%** of those received training reported that they become familiar with the workers' rights, women land rights/ right of ownership and participation in decision-making

process. On average, **94%** of respondents who received training perceive the course to be comprehensive, clear and meet their expectations. Furthermore, **100%** of the those received training perceive training duration to be sufficient.



- *OVI3 At least 10 decision-makers (DB) in Jenin Governorate have been raised awareness about the formulation of inclusive labour policies in terms of gender equality*

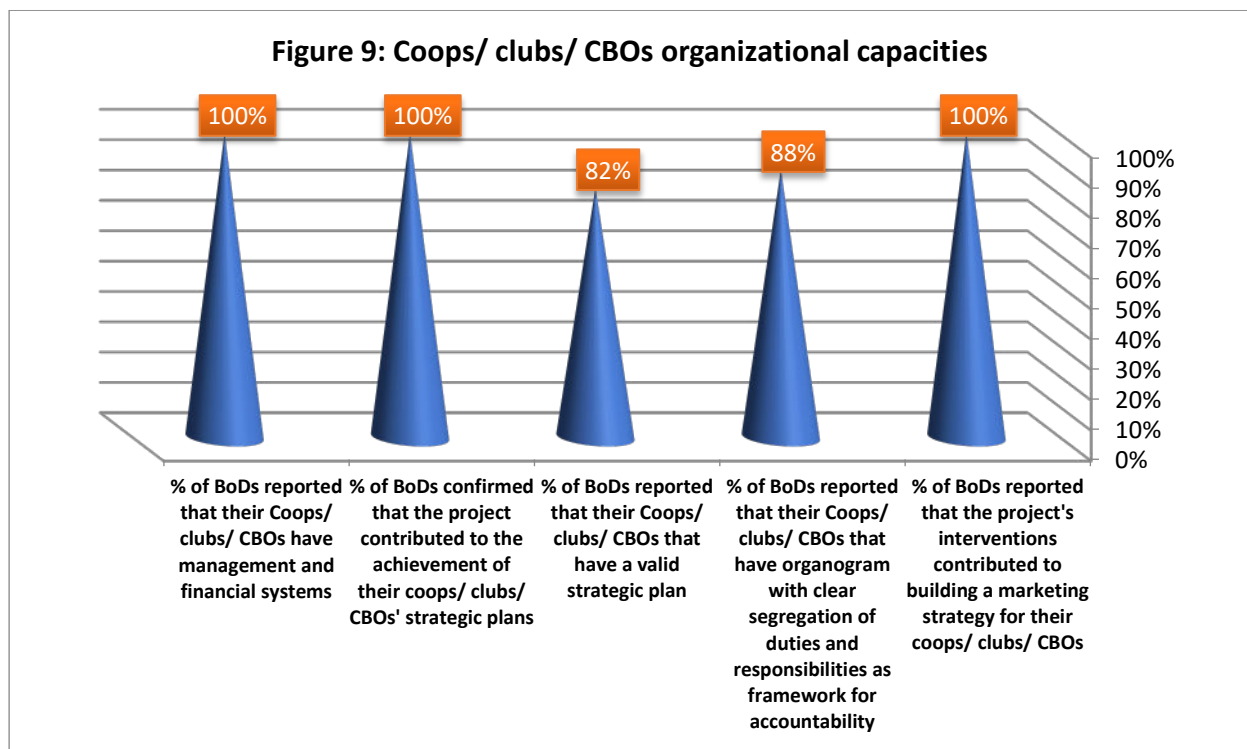
This indicator was overachieved. Meetings have been conducted with **18 DB**, especially Jenin Chamber of Commerce, through which it was possible to transfer the concerns and obstacles of RHs to decision-making levels. This result was confirmed during the performed KIIs. For example, the CWA confirmed that RWDS raised the issue of facilitating women registration of cooperatives and softening/eliminating the barriers that hinder their enrollment into cooperative associations in all occasions and meetings gather the two parties. CWA shared some examples on how they responded positively to that such as applying gradual arrangements for paying the membership fees and counting the current assets of the applicant group as part of the fees. As illustrated in Figure # 8, on average, **83%** of the RHs who believe that the duty bearers who participated in the awareness-raising activities have adopted new policies and/or new arrangements to increase young female graduates to job opportunities.



Result 2: Strengthened the productive, marketing and financial management capacities of women cooperatives in Jenin

- *OVII 7 women cooperatives reinforce their financial management incorporating new management and marketing practices by the end of the Project*

This indicator was achieved on target. As illustrated in Figure # 9, the Evaluation results revealed that **(100%)** of the surveyed members of the BoDs reported that the Project's interventions contributed to building a marketing strategy for their coops/ clubs/ CBOs. **(This represents 100% of the target)**. **(88%)** of them reported that they now have an organigram with clear segregation of duties and responsibilities as framework for accountability in their coops/ clubs/ CBOs. **(82%)** of them reported that they have a valid strategic plan for their coops/ clubs/ CBOs with **100%** of them confirmed that the Project contributed to the achievement of their coops/ clubs/ CBOs strategic plans. Additionally, **(100%)** of the surveyed members of the BoDs reported that they have a management and financial systems for their coops/ clubs/ CBOs **(This represents 100% of the target)**.



During the training Project for the young female graduates, they had jointly produced a financial manual to be used in the management of the cooperatives. The said manual constitutes the material that the young women interns had to implement in their respective coop/ club/ CBO 7 to foster the application better financial and accounting practices.

However, and although most of the beneficiaries stated that the Project was able to help them in building better administrative and financial systems, the Evaluation Team was unable to see it on the ground. The provided “financial system” is just few records books for hand filling and lack the minimum requirements of sound financial management as they do not allow the coop/ club/ CBO to obtain consolidated statements of their financial information. Most of the register books

were either poorly filled or partially filled, and rarely the Evaluation Team found concrete and coherent data in these books.

The participants in the KIIs with RWDS Project coordinators reverted the reason for providing such primitive financial system to the low level of education of the members of the coop/ club/ CBO. “When the interns wanted to collect financial or administrative information about the women's center itself, there was no interaction from the center itself, as most of the women are old, in addition to that, there were no records before in most of clubs sites” Suhair Jalaudi–RWDS Field Officer.

During the KII, the RWDS M&E Officer mentioned that contracting the Institute for Community Partnership of the University of Bethlehem, which is located in the southern part of the West Bank, to deliver the training Project on cooperative management in Jenin, which is in the northern part of the West Bank, may have limited the effectiveness of the Project especially with regards to on-the-job training in financial record keeping.

- *OVI2 At least 80% of the women that participated in the Project report at its end the improvement of competitive capacity of their products marketed through the cooperatives*

This indicator was overachieved. The Evaluation results revealed that **100%** of the surveyed members of the BoDs reported that they witnessed an improvement in the competitiveness of the products of their coop/ club/ CBOs. All of (**100%**) them also reported that they have acquired better skills in marketing and packaging of their products thanks to the Project interventions. The average reported improvement in competitive capacities of coop/ club/ CBOs was **53%**.

Likewise, **100% (120% of the target)** of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an improvement in the competitiveness of their products that they market through their coop/ club/ CBOs. **89%** of them reported that they have acquired better skills in marketing and packaging of their products thanks to the Project interventions. The average reported improvement in competitive capacities women producers is **53%**.

The above improvements resulted from the Project support, among other things, in terms of designing and producing new packaging and packaging solutions; providing training bottling and packaging techniques specific to the products of each coop/ club/ CBOs followed by follow-up visits. “*People started looking for my label (Maftoul Um Hasan) this helped me to sell more, and the Project helped me through a selling point here, more people are asking for it now*”. Um Hasan-Faqoua. “*We used to sell the tomato juice in old empty bottles of soft drinks, but now RWDS helped us and provided us with new and clean and labeled bottles*”. Hanan- Deir abu Deif.

Participants in FGDs strongly endorsed the sweets training provided by the project and highlighted how it helped women start their entrepreneurial activities in sweets production. “*I have always had a hobby of making sweets, but I never considered starting a business. However, after taking the sweets making course offered by RWDS, I opened my own business and even started a Facebook page in the same month. The course was particularly beneficial because it was conducted in our village and provided us with insights into the profession, including*

valuable trade secrets and knowledge of raw materials that enhanced our work. The trainer delivered the content in a profound and engaging manner," said Raeda Farah from Maythaloona

Anza club was not satisfied with the new design as they perceive their previous design was more attractive, however, this seems to be an isolated case since the reset of coops/clubs/CBOs expressed their satisfaction with the new designs. However, more than one of these coop/ club/ CBOs have not received the new packages (i.e. bottles) by the date of the data collection.

- *OVI3 Women report an increase of at least 30% in their sales after the implementation of the Project*

This indicator was overachieved. The Evaluation results revealed that **100%** of the surveyed members of the BoDs reported that they witnessed an increase of sales of the products of their coop/ club/ CBOs. On Average, the annual sales of the coop/ club/ CBOs products increased from 20,357 NIS to 74,640 NIS (this represents 266% increase). **91%** of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an increase the sales of their products that they market through their coop/ club/ CBOs. The average increase in sales of women products is **51%**. **This represent 170% of the target.**

The above mentioned improvements resulted from the Project support, among other things, in terms of signing a total of **5 new marketing agreements** with selling points and markets. This tangible achievement was confirmed in most of the organized FGDs with BoDs and women who works in the production units.

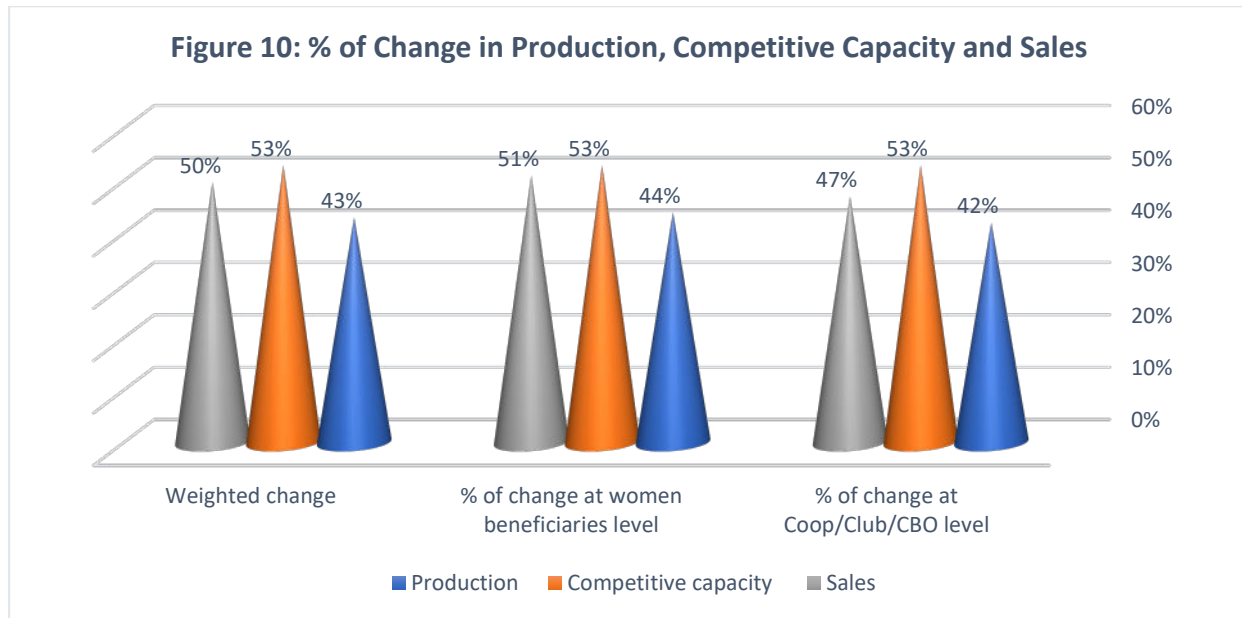
- *OVI4 Increase of at least 30% of the production of the women that participated in the intervention by the end of the Project*

This indicator was overachieved. The Evaluation results revealed that **100%** of the surveyed members of the BoDs reported that they witnessed an increase of production of their coop/ club/ CBOs. The average increase in production of the coop/ club/ CBOs products is **42%**. **This represent 140% of the target.** Additionally, **89%** of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an increase their production. The average increase in production of women is **44%**.

The above improvements resulted from the Project support, among other things, in terms of implementing three practical sessions (4-5 hours/session) at coop/ club/ CBOs locations. These sessions have contributed to expanding the production knowledge of the women members of these coop/ club/ CBOs, thus giving them the possibility of expanding their product portfolio. Additionally, the Project provided various types of equipment and machinery for each of the targeted coop/ club/ CBOs based on performed needed assessment and business development plan tailored for each of them.

This tangible achievement was confirmed in most of the organized FGDs with BoDs and women who works in the production units. For example, the FGDs organized in Maythaloona have shown very remarkable improvements in the production capacities and the overall performance of the club's canteen business thanks to the equipment and machinery provided by the Project.

Figure # 10 summarize the average reported increase in production, competitive capacity and sales at both coop/club/CBO and women beneficiaries.



Result 3: Strengthened the professional skills of young female university graduates in Jenin directed towards the improvement of access opportunities to quality employment

- *OVII At least 3 initiatives put in place by the Cooperative Network to promote employability of young female graduates (a data base, a networking event with private companies and recommendation letters to be presented before potential employers distributed in the Chamber of Commerce)*

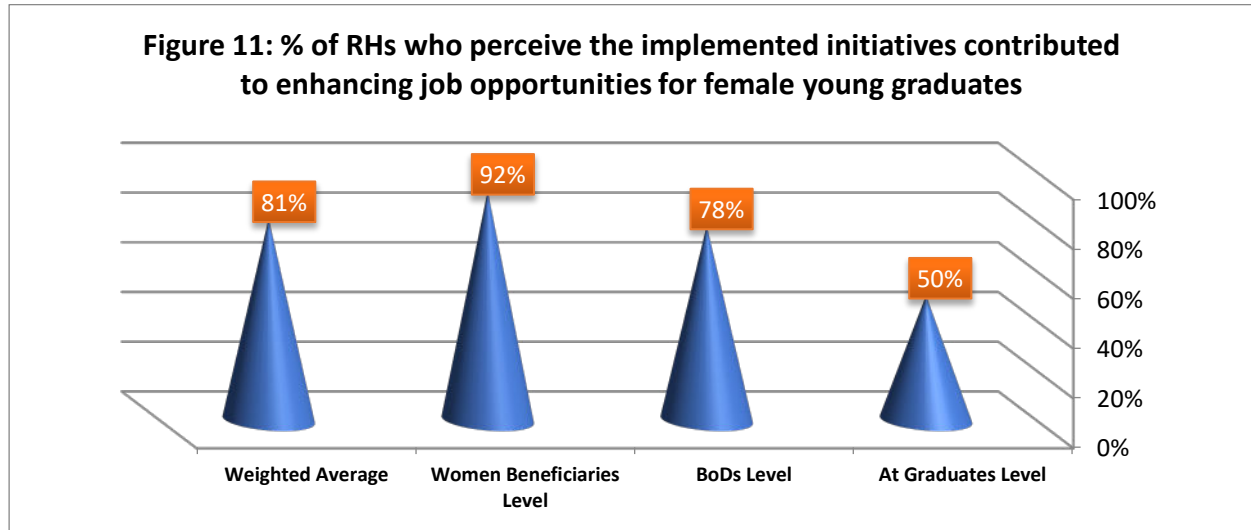
This indicator was overachieved. According to the Project final report, 3 activities were carried out (**100% of the target**) in an event implemented in cooperation with MoL TVET center in Jenin. These activities were attended by more than 120 young people from the governorate, various representatives of the Jenin Chamber of Commerce, the Ministry of Economy, and private companies. It began with various workshops run by the ABC company on CV writing, job interviews, and job search resources.

The data of all the attendees and their area of interest were taken to create a database and share it among the attending companies, among which vocation sectors such as cosmetics, installation and maintenance of appliances, carpentry, electricity, or sewing. Additionally, practical demonstration sessions were held with each of the companies attending the event, where the young people had the opportunity to see first-hand how the different professions work, the type of skills necessary to carry them out, the offers available in the government, etc. At the end of the event, the database filled out by the attendees was shared with the companies that attended the event.

The KIIs with Jenin Chamber of Commerce, MoNE and the TVET center have confirmed the success of the organized events and its different activities. “The idea of the event was seen as an opportunity for networking on multi levels, as the event of “market exposure” was intended to make connections between the students and the market and also on an organizational level.

Instead of employment day we organized together with RWDS market exposure day for successful models from the market”. Sondus Abu Baker – Director of Jenin TVET Center.

As illustrated in Figure # 11, on average, **81%** of the surveyed RHs perceive the implemented initiatives have contributed to enhancing job opportunities for female young graduates. However, the Evaluation Team could not find clear linkage of the implemented event/ activities to the other Project results, i.e. linking them to the 7 targeted coop/ club/ CBOs and their businesses.



- *OVI2 At least 70% of youngsters report an increase in their security when facing the search for a job by the end of the Project*

This indicator was overachieved. The Evaluation results revealed that **100%** of the surveyed young female graduates reported that the Project's interventions contributed to increasing their capacity and confidence in job search/ application process. **This represents 143% achievement of the target.** Additionally, **90%** of them have reported also that the Project's interventions contributed to their access to job opportunities. “The idea of the training that we have in under the result #3 was precisely to build capacity of 15 young female graduates and introduce them for the first time to the world, to the market, and to woman cooperatives” Sergio -FPS

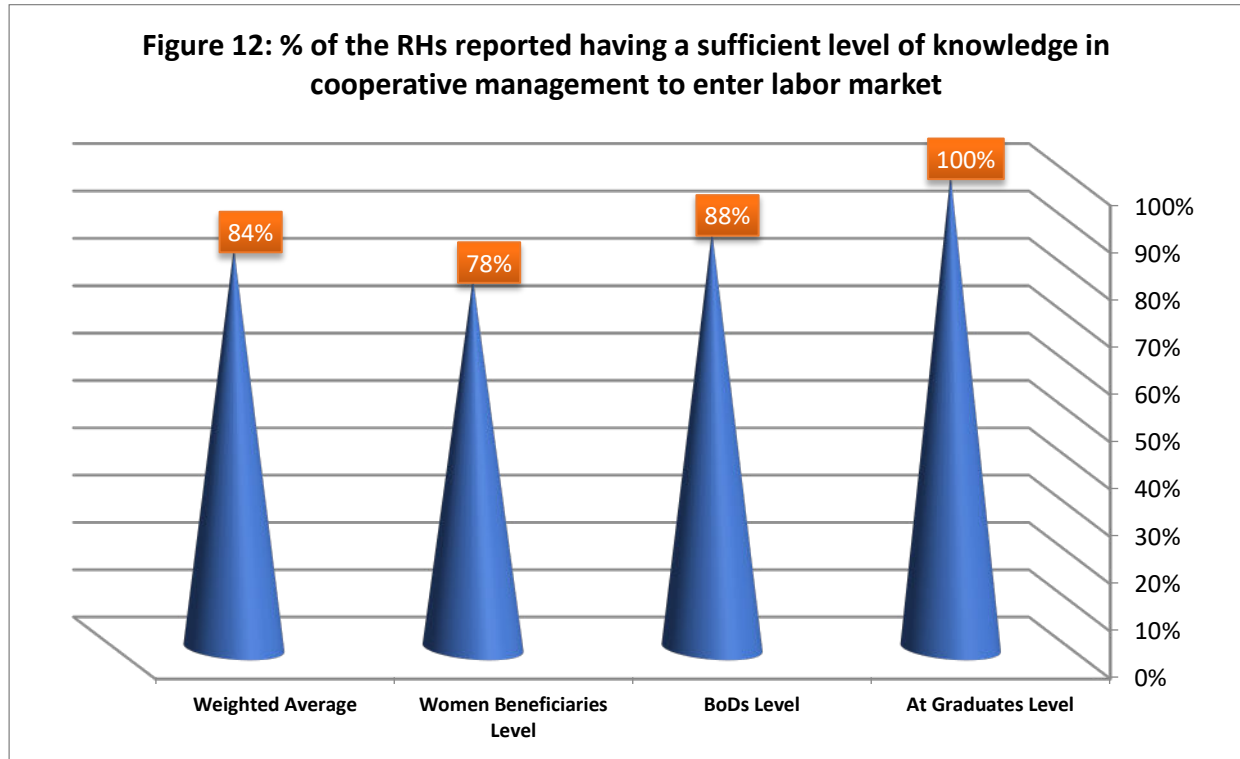
The above results were also confirmed during the FGD organized with the young female graduates. They expressed great benefit on the personal level in terms of self-confidence and on the attitude towards working and communicating with people. “before the Project, I was not a very social person, but when I took the course my personality has changed”. Renan- Intern Maythloun

- *OVI3 Increase of at least 70% in cooperative management knowledge reported by women which allows them to access jobs in the sector*

This indicator was underachieved. The Evaluation results revealed that **100%** of the surveyed young female graduates reported an increase in their knowledge in cooperatives management. The FGDs showed that the level of knowledge in cooperatives management among the young female graduates increased from an average of **3% to 63% (60% increase, this presents 86% of the target.)** thanks to the training Project implemented by this Project. As previously stated in this report, one potential reason for not reaching the targeted percentage increase in knowledge

could be the limited effectiveness of the Project in enhancing the participants' understanding of cooperative management, especially regarding on-the-job training.

This could be a contributing factor to not achieving the targeted percentage increase in knowledge. The data presented in Figure # 12 indicates that, on average, **84%** of the surveyed RHs reported having a sufficient level of knowledge in cooperative management to enter labor market.

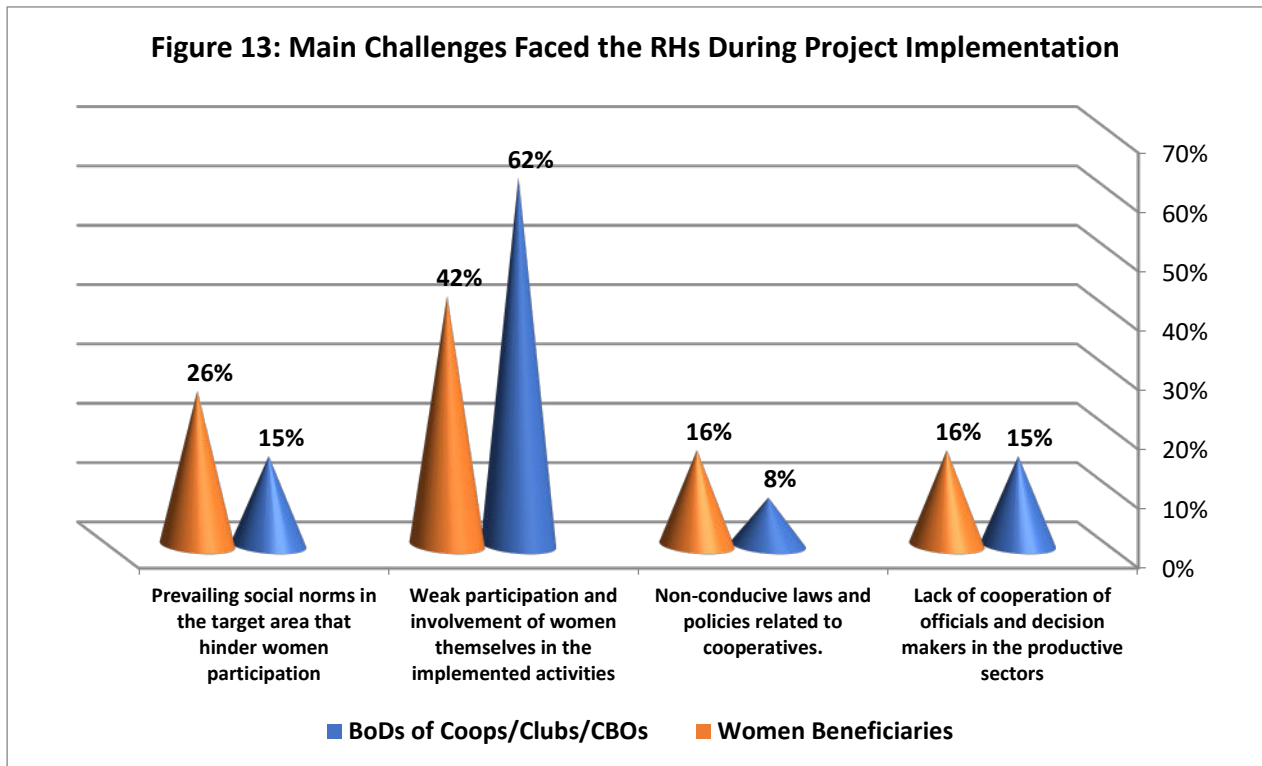


Additionally, 7 out of the 15 trained young female graduates has benefited from the internship Project that lasted for ten months. The role played by these young female graduates has been central, (at least by 5 of them), having contributed in a tangible way to improving the financial management of the cooperatives, exploring new sales and dissemination opportunities, and launching new initiatives within each cooperative. As a result of this experience, three of the interns have found permanent employment at the children's school, the Jenin hospital, and the ministry of agriculture respectively. “I strengthen my communication with others, I never worked before the Project, after graduation from the training Project I started almost my permanent job immediately in parallel with my internship) Sulafa - Intern

The internship Project has also provided these young women with an excellent opportunity to acquire new professional skills in accounting and finance, marketing, and management, as well as to gain greater confidence in themselves and in their abilities. “We gave them training on how to do an interview, how to write their CVs. We connected them with different companies” Sergio – FPS.

In regards of main challenges faced RHs during Project implementation, as illustrated in Figure # 13, weak participation and involvement of women themselves in the implemented activities was rated as top challenge (rated at 62% and 42% by BoDs and women beneficiaries

respectively). The prevailing social norms in the target area that hinder women participation was rated as the second main challenge (rated at 15% and 25% by BoDs and women beneficiaries respectively). The third main challenge reported by the RHs was the lack of cooperation of officials and decision makers in the productive sectors (rated at 15% and 16% by BoDs and women beneficiaries respectively), while the non-conducive laws and policies related to cooperatives was reported as the fourth main challenge (rated at 8% and 16% by BoDs and women beneficiaries respectively).



The Evaluation Team has captured some **unplanned achievements at results level**; key ones are:

- Some member women joined or initiated their own VSALs groups, most likely because they started to have source of income, so they have money to save for future use in developing their own businesses or for social aspects.
- The improved performance of the targeted coops/clubs/ CBOs and the increase in income of the member women has attracted new women to join these organizations
- The provided trainings, especially, sweets training, has benefited, beside member women, at least, 20 nonmember women.

Three of the interns have found permanent jobs upon completing their internship program at cooperatives/clubs/CBOs. Partners reported several challenges during the implementation process and how they had handled them. Here are some of these challenges:

Security situation: The bad security situation in Jenin governorate prevailed during Project implementation period consisted significant challenge for Project implementation. Project partners had to adjust some activities timelines due to security concerns, and to implement additional safety measures to protect Project staff and resources. Partners had maintained

constant monitoring, communication and sharing updates on the security situation in Jenin. The proactive coordination and communication between the RWDS and FPS enabled them to handle the situation and find alternatives and solutions that helped in implementing Project activities timely without exposing Project team to security risks.

Human resources: RWDS is a small NGO and may not have all the necessary human resources to handle every aspect of the Project. For this reason, FPS has provided substantial technical support and involvement in implementation in the implementation process. This has been highly appreciated by RWDS management and Project team (KIIs). Another challenge relevant to human resource is that Project developers and Project management team of RWDS had been changed, which created some challenge for those to take over in terms of handling Project indicators, Project activities and their timelines. For example, the Project focal person at RWDS had resigned after few months of the Project start, which resulted in some delays in the progress of activities implementation.

The participants of the different FGDs have seconded on the moral, ethical, flexible and collaborative **performance of the Project team**. Additionally, beneficiaries highly appreciate RWDS team's dignity-sensitive communication and Project implementation approaches.

The Evaluation findings revealed weaknesses in organizational development, particularly in the low-level financial systems and their implementation across each coop/club/CBO with exception to Burqin who has a computerized system. These issues could have been avoided if the team composition included a capacity building specialist. Similarly, the business development aspects, including business planning, feasibility studies, product development, marketing, and branding, could have been better performed with a business development specialist on the team.

To address these issues and improve performance in future Projects, it is recommended that RWDS enhances its team composition with a business development specialist and a cooperative capacity development specialist. This will not only improve Project performance but also build and accumulate in-house capacities and increase cost efficiency by minimizing outsourcing services. Drawing on lessons learned from previous Projects, RWDS should consider the following in-house staff members for such Projects, with varying percentages of level of effort:

1. Project Coordinator @ 100% (currently Ruba, who is doing a great job)
2. Technical Team
 - Community Mobilizer @ 50% (currently Suhair is doing a great job)
 - Business Development Specialist @ least 50%
 - Cooperative Capacity Development Specialist @ least 50%
3. Support Team
 - Accountant @ 20%
 - Procurement Officer @ 30%
 - MEAL Officer @ 35%

For technical aspects that require advanced know-how, a pool of consultants/experts should be prepared to be contracted on a case-by-case basis to provide adequate technical know-how and support for beneficiaries.

The Evaluation findings indicate **that the results matrix** (logical framework matrix) demonstrates a fair level of coherence among the Project's general objective, specific objective, the three results, and their corresponding activities. The OVI's are, to some extent, SMART and enable progress measurement in achieving the specific objective and results. However, they could have been more specific. Additionally, at least one OVI has more than one variable in the same indicator, which creates challenges in measuring and reporting. A significant issue with the OVI's is that some of them are overly ambitious, especially those related to business performance, considering the Project's duration. Lastly, the English statements of some of the OVI's are unclear, which seems to be due to their translation from another language (i.e., Spanish).

The Project logical framework matrix could have benefited from relevant global standards, such as DCED Standards for Women Economic Empowerment⁹, DCED standard for job creation, DCED standard for private sector development and their Common Impact Indicators and Suitability Indicators.

RWDS does not have a written M&E system in place, but a follow-up tool was developed by FPS and RWDS to monitor the Project's results achievements. However, this tool, which was prepared in Excel format, had limitations in incorporating qualitative data. M&E activities were jointly performed by the RWDS M&E Officer and FPS Project Manager. The RWDS M&E Officer seems to have modest knowledge and experience in M&E, but strong Project coordination skills.

Partners did not prepare a monitoring method sheet, also known as a "definition sheet," for each indicator before starting the implementation process. This would have allowed for systematic data collection and analysis. While a baseline study was conducted at the beginning of the Project, it provided poor or irrelevant values for some OVI's in relation to their respective variables.

⁹ <https://www.enterprise-development.org/implementing-psd/womens-economic-empowerment/>

3.4. Efficiency

For over twenty years, FPS has collaborated with RWDS since 2001, and this longstanding partnership has helped establish a strong working relationship and communication channels that have led to better implementation of cooperation Projects. Throughout this time, the institutional relationship between FPS and RWDS has grown stronger, with both organizations exploring various options for joint work in the rural development sector, with a particular focus on empowering Palestinian women.

Both the local partner staff (RWDS) and the expatriate staff (FPS) have been fully engaged in coordinating the Project. RWDS M&E Officer was responsible for the day-to-day management of the Project activities and maintained clear and consistent communication with the RWDS Field Officer, which has helped to ensure the proper implementation of monitoring and Evaluation activities. RWDS financial and PR departments have provided the needed support for implementing the different Project activities.

FPS Project Manager have also demonstrated a strong commitment to the Project by frequently traveling to the field to conduct coordination meetings with the local partner, attend scheduled activities, and gather technical and financial monitoring information. This level of engagement from RWDS and FPS staff has contributed to the Project's success and effective implementation.

During the KII, Haneen Zidan, the CEO of RWDS seconded on the day-to-day follow up between RWDS and FPS, at management and operations level. During the KII, Sergio, the FPS Project Manager, expressed his opinion that the procedures in place between FPS and RWDS were generally effective, with satisfactory day-to-day follow-up at the management operations level. However, he pointed out occasional delays in receiving documents from the field, which are the responsibility of the field officer. Sergio also stressed the importance of receiving timely updates from the field to monitor activity progress and evaluate their impact. He acknowledged that RWDS is a small NGO working on different Projects, which may have contributed to some delays, but he confirmed that the overall procedures between the two organizations were satisfactory.

FPS, in collaboration with RWDS, has produced three technical and financial reports (two interim and one final report) that were submitted to the donor in a timely manner and in accordance with the agreed-upon format. RWDS complied with its procurement regulations in all procurements made during the course of this Project implementation. The application of open competition was crucial for obtaining best prices and best quality of works and goods. For each tender, RWDS & FPS had performed technical and financial analysis of the received bids, then selected the offer with best value of money.

RWDS and FPS utilized the Project's resources effectively and efficiently. The Project's budget is well-allocated around efficient resource utilization. Partners allocated about 75% of the Project budget results related activities, such as training, machineries and equipment, consultations, and technical staff costs (this is known as yield to community percentage). The yield to community percentage of other similar Projects ranges from 70% to 80%. These percentages indicate that the Project is well-positioned within the customary limits of cost-effective budget allocations.

A no-cost-extension was requested for three-months due to some challenges, especially, delays in packaging design training and packaging activities, caused by security disruptions and travel and logistics issues for trainers and participants, an extension for the Project was deemed necessary. Although a one-month extension could have sufficed, the packaging and labeling activities were deemed critical to achieving Project indicators, such as increased production, sales, and expanding sales points, for the long-term success of the Project.

To ensure long-term success, the approach for packaging and labeling activities was revised to be more comprehensive and complex, beginning with design. The goal was to plant the seeds for future success, even if the full results may not be realized during the current phase. With a significant budget allocated for these activities, it was essential to ensure that attractive labeling design was done correctly to maximize benefits in the second phase. This was a key factor in the decision to request an extension for three months. The no-cost-extension did not entail reallocations within budget lines but was utilized within the same budget lines. The no-cost-extension was granted by the donor for three months (to January, 2023) in the aftermath of the Project end date of October, 2022.

No major overspending or underspending were witnessed during this Project implementation. The efficient procurement system resulted in some savings that were used for implementing extra quantities of the planned activities. For instance, during the planning phase, partners had budgeted for the rehabilitation of cooperative spaces, however, after implementing the planned rehabilitation works, there was surplus in that budget line. Accordingly, partners have submitted a budget reallocation request to the donor. However, the reallocation request of the surplus in this budget line was not approved due to donor's regulation. Alternately, RWDS team was proactive in finding solutions and decided to expand the rehabilitation work and utilized all surplus in that budget line.

RWDS enjoys strong relationship with the different stakeholders relevant to this Project. The Project was implemented in close coordination with all relevant stakeholders, however at varied levels of coordination and involvement. For example, the KIIs with local authorities, MoNE, and TVET center of Jenin have confirmed the efficient communication and coordination with them by RWDS. On the other hand, during KIIs, MoA and CWA hoped for communication and coordination with them by RWDS.

In mid-June 2021, a steering committee was formed, consisting of representatives from various entities, including cooperatives, local councils, Jenin Chamber of Commerce, Youth and Care Empowerment, Farmer's Union, other agricultural cooperatives, and representatives from the Ministry of Agriculture, Ministry of Labor, and the Ministry of Social Affairs.

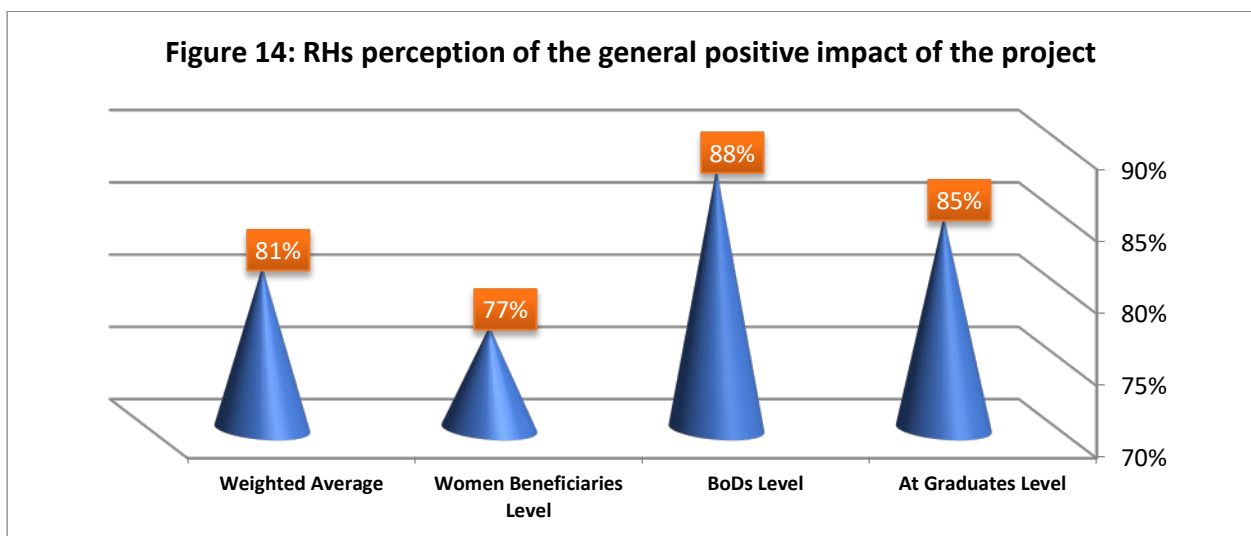
The steering committee is the main coordinating body of the Project and has held six meetings to date. These meetings have focused on Project development, decision-making on key activities, and suggesting potential stakeholders for engagement.

3.5. Impact

This section provides both an overview and analysis of the extent to which the Project has progressed toward the attainment of its **General Objective** which is “Promoting the right to access labor of rural women in Jenin (West Bank), contributing to generate equitable, inclusive and sustainable development in the area of intervention”. Additionally, drawing on the Project’s results framework, the Evaluation reflects on the Project **Specific Objective** which is, “Promoted the equitable access to decent employment opportunities of rural women in Jenin (West Bank).”

There are several indications on the attainment of the **Project General Objective**. The Project targets the marginalized, vulnerable and poor areas in Palestine where women face huge difficulties in accessing to adequate life conditions and resources. The Project worked to strengthen women cooperatives, clubs and CBOs to become efficient in defending their members’ rights, providing them with services, improving their members’ businesses and helping in generating additional income afforded to their basic needs and to improve their families’ livelihoods. As illustrated in Figure # 14, on average, 81% of the RHs women perceive that the Project has achieved multidimensional impact on them.

The Project was active in 7 organizations and 7 communities in the Jenin Governorate. It directly benefitted 68 women members in the production units and 15 young female graduates, while also targeting 13 duty bearers and decision makers. The Project had an indirect impact on 285 family members of the women beneficiaries (approximately 50% female and 50% male), as well as 120 young people who participated in the exposure day organized at the Jenin TVET center. In addition, the Project indirectly benefitted all 28 registered cooperatives in the Jenin Governorate, which had a total of 2,232 members. This was achieved through advocacy for issues that matter to cooperatives in the area. Finally, the Project raised awareness among at least 7,000 people (followers of RWDS social media pages) through its awareness campaigns.



The Project worked on **addressing challenges facing women cooperatives business**, through a set of diversified and interlinked interventions including, among other things, developing management and financial systems of the cooperatives, providing women with training on

marketing and branding strategies, facilitating access to markets, and supporting the development of new and innovative high quality products while enhance the competitiveness of women's cooperatives and promote their participation in local markets.

During FGD with Burqin BoDs, participants mentioned that the CBO has formed an election list of women and competed in the last municipal election held in late 2021. “Though we did not win, still we are very proud that we made our choice and raised our voice. This is not only about election, we showed our self confidence in our leadership capacity to lead our community” said Um Diab, the chairperson of Burqin CBO. A participant in the FGDs said, *“I started coming out and be in contact with people and I started being more self-confident when I see my product being loved and being sold”* Said Aeda Shhab from Burqin.

On a second pillar, the Project worked also on **addressing challenges facing young women graduates** in Jenin Governorate, FPS and RWDS implemented diversified interventions, to support young women's access to decent work opportunities enhancing the employability of young women graduates and promote their participation in the labor market. These interventions included, among other things, providing training Project on cooperatives management and job search skills, supporting internship Project, exposing them to labor market opportunities and actors, in parallel with raising awareness and sensitizing duty bearers and decision makes to adopt gender equal and inclusive labor policies.

An example of the positive impact of the Project in providing decent work for women comes from Burqin, where the CBO's improved business performance has led to more job opportunities for women. Thanks to the new deals in pickling production, five women are now employed by the CBO, earning around 70 NIS per day. This is a significant improvement compared to their previous work in cigarette filling, which paid only 20 NIS per day. Furthermore, the women no longer have to expose themselves or their children to the risks associated with smoking, as many of them reported having started smoking while working in cigarette filling.

Another form of Project contribution to creating decent work for women was achieved through renovation works, conditioning and other rehabilitation works which were implemented to improve work and production environment for women. Among other things, the Project has supported the rehabilitation of the entrance to the packaging center of the Al Jalameh cooperative, the installation of drains, rehabilitation of bathrooms, cleaning and painting of walls in the cooperatives of Deir Abu Deef, Jalboun, Anza, and Burqeen, and the rehabilitation of Burqeen kitchen. **92%** of the surveyed women who work in coops/ clubs and CBOs production units reported that the Project contributed to creating decent job opportunities for them.

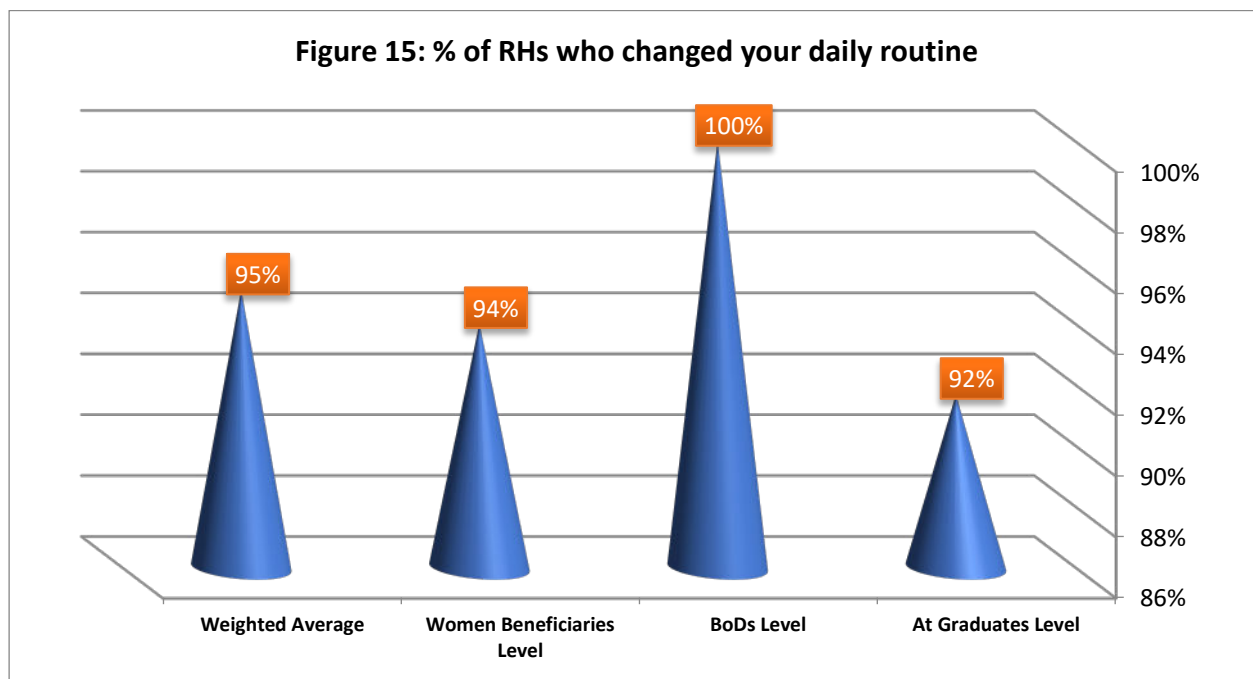
On a third pillar, the Project worked on **addressing challenges facing women access to their socioeconomic and land rights**, the Project implemented various interventions that aimed to promote gender equality in the labor market, women participation in decisions-making process and enhance women's access to and control over land. These interventions, included, among other things, providing trainings on women land and inheritance rights and women's participation in decision-making processes and providing trainings for women entrepreneurs to initiate and/or enhance their own entrepreneurial initiatives.

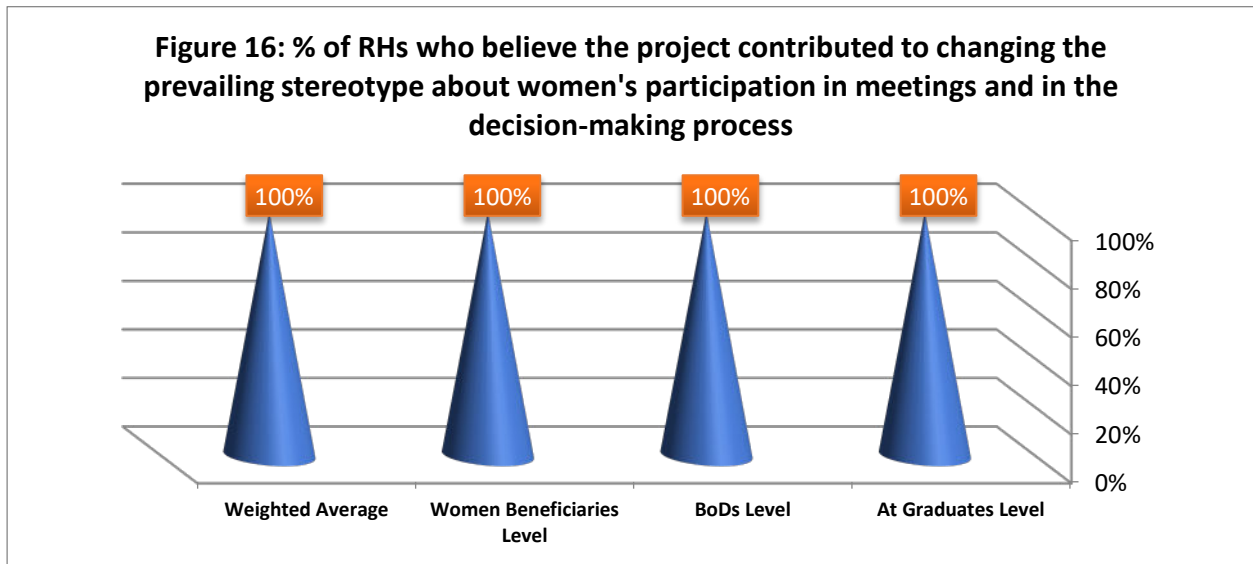
An example on the Project impact of increasing women realization of their socioeconomic rights is changing their daily routine. As illustrated in Figure # 15, on average 95% of the women have changed their daily routines due to the Project interventions. For instance, a participant said during the FGD in Al-Jalameh, *“For me it helped me through the journey of my treatment from breast cancer, so I started planting flowers and I contacted them (Al-Jalameh women society) that I wanted to work to forget about my illness, and by this way I forgot my problem and I made our greenhouse bigger”*. Said Hanan Saidi from Al Jalameh. Many of the surveyed women also indicated that this change helped them in making new connections and to feel more “living” were they were only spending their time at home and doing housekeeping, while now they get the chance to go out and meet other women and produce and earn money at the same time.

On the other hand, many beneficiaries indicated that there has been some “non-planned” effects realized due to the Project, like obtaining license or started building a house for their families.

Another example is on the Project impact of increasing women realization of their land rights is the case of Basemah Barhmeh, a beneficiary woman who received training on women land rights. Basemah said *“because of the training, I claimed my inheritance rights for me and for my sisters and got our rights in 2022 though my dad died in 1992”*.

Furthermore, as illustrate e in Figure # 16, 100% of the surveyed members of the BoDs, women who work in coops/ clubs and CBOs production units and young women reported that the Project's interventions contribute to changing the prevailing stereotype about women's participation in meetings and in the decision-making process.





The Evaluation Team identified key achievements in each of the cooperatives as follows:

Al-Jalameh: The women's CBO in Al-Jalameh took the initiative to register a cooperative, in order to foster economic empowerment among its members. They are in advance stage of getting the official registration of their new cooperative.

Burqeen: The most notable improvement in Burqeen was the significant progress made in the level of business performance and management. They are the only cooperative among the seven that uses professional computerized accounting software, resulting in accurate calculations of their business information. They also provided a substantial number of new job opportunities for women in their community.

Dair Abu Daif: The most remarkable change in Dair Abu Daif was the rekindling of self-confidence and vitality in the previously inactive women's club. This was achieved through adopting shared vision of empowering women economically and socially and getting new place from the village council to host their administrative and business activities.

Jalboun: The women's cooperative is acting as an internal incubator for a variety of women's entrepreneurial activities that meet the needs of the community, such as a nursery, academic classes, and a kitchen that provides food services on demand. They also successfully lobbied towered the village council and got an official decision to allocate (600 m2) land for the cooperative to build their own premises.

Maythaloun: The women's club in Maythaloun demonstrated highly organized administrative work, particularly in managing school canteens, which are considered the best in Jenin governorate. Due to their outstanding performance, the Directorate of Education provided them with an exceptional ceiling for the number of served school canteens. The tools, equipment, and machinery provided by the Project had a significant impact on the canteens' business financial benefits, saving time and effort while adding new food varieties.

Faqoua': The women's association in Faqoua' demonstrated exceptional local integration, collaborating with the municipality, consumer association, and Al-Sadiq Foundation through

which they have gained a magnificent local market for women food processors and farmers' products. They also supported and enhanced individual entrepreneurial activities for their women members and youth in the community, making them the best organization in this regard among the targeted organizations.

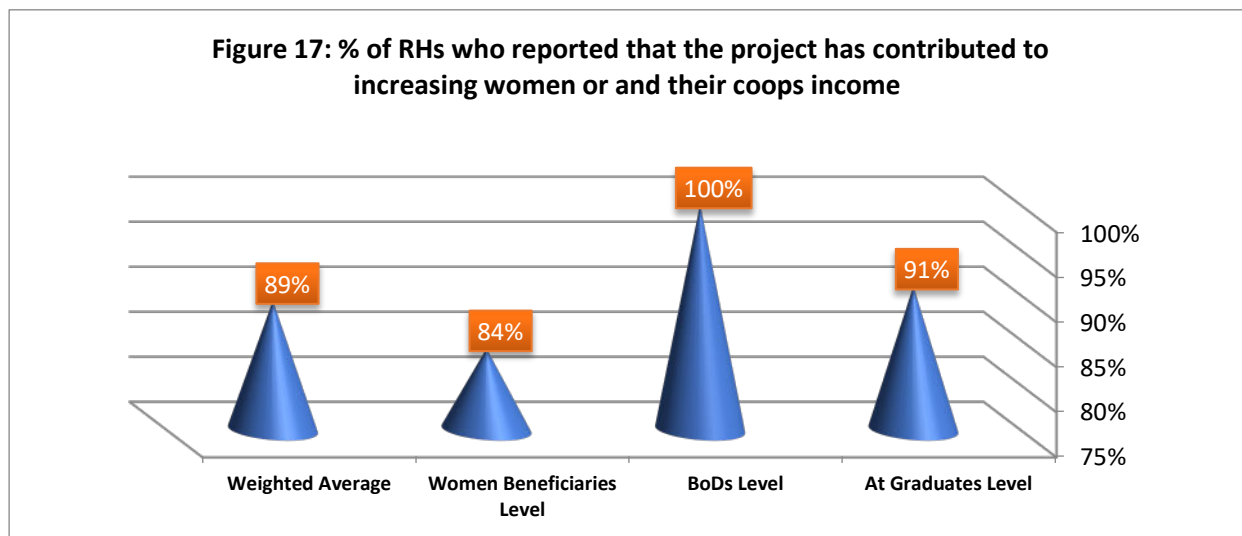
Anza: The cooperative in Anza was provided with special support for a soap production Project, which addressed the problem of large losses due to old molds. Unfortunately, the soap Project had a significant negative impact on their previously successful Maftool Project, which had to cease due to the impact of chemical materials used in soap manufacturing on the Maftool and pastries production.

On Specific Objective level, all 3 corresponding Objectively Verifiable Indicators (OVI) were overachieved indicating an excellent level of impact achievement and Project implementation effectiveness.:

As for the 1st OVI of the Specific Objective, “40 women have increased their income in at least 50% at the end of the Project in the target locations”, As illustrated in Figure # 17, on average, 89% of the surveyed RHs perceive that the Project has contributed to increasing their own income and the income of their respective coops/ clubs and CBOs. The Evaluation results indicate that **91%** of surveyed young female graduate beneficiaries reported that the Project contributed to increasing their income. On average, their monthly income increased from **125 NIS** before the Project to **1,511 NIS** after the Project, representing a **1,100%** increase.

Furthermore, **84%** of women who work in coops/ clubs and CBOs production units reported that the Project contributed to increasing their income. Their average monthly income has increased from **245 NIS** prior the Project to **1,130 NIS** after the Project. **This represents 361% increase their income vs. the target of 50%.**

Additionally, the Evaluation results show that **100%** of the surveyed members of the BoDs reported that there is an increase in their coops/ clubs and CBOs income.

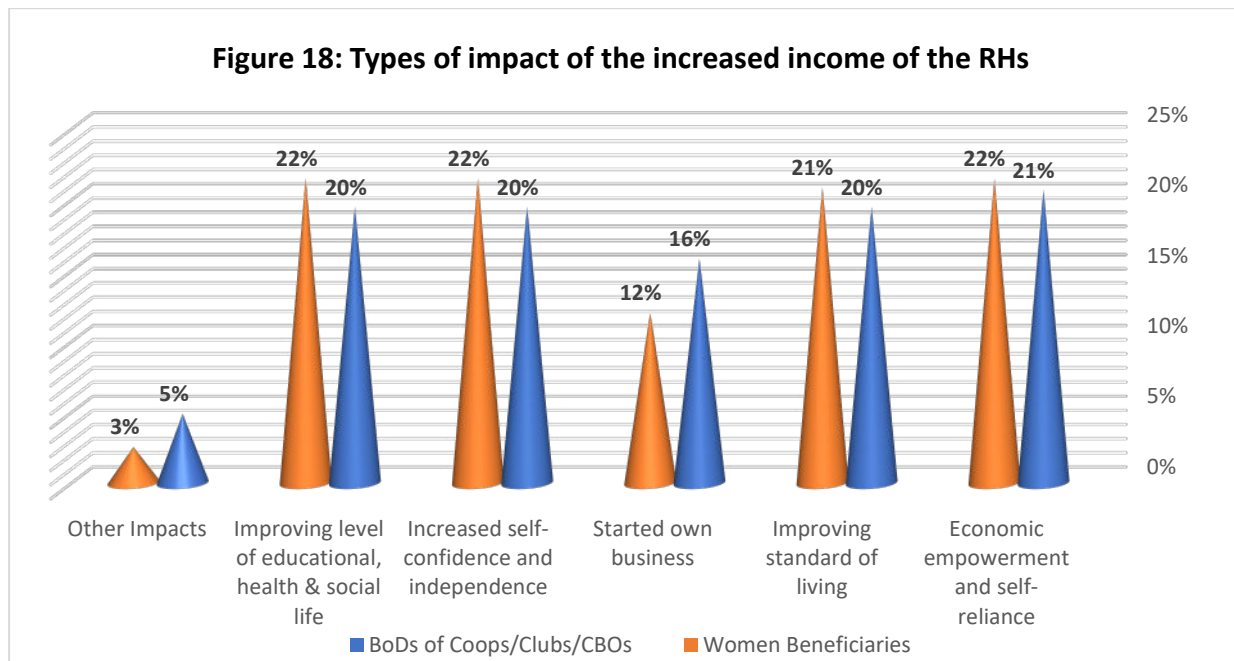


During the various focus group discussions (FGDs), the participants confirmed that their income had increased and that they had realized the positive impact of this on their **family's livelihoods.**

For instance, Renan, an intern at Maythaloun, mentioned that she was able to financially support her sister's education at Hisham Hijjawi college. She attributed this opportunity to the job she secured through the Project.

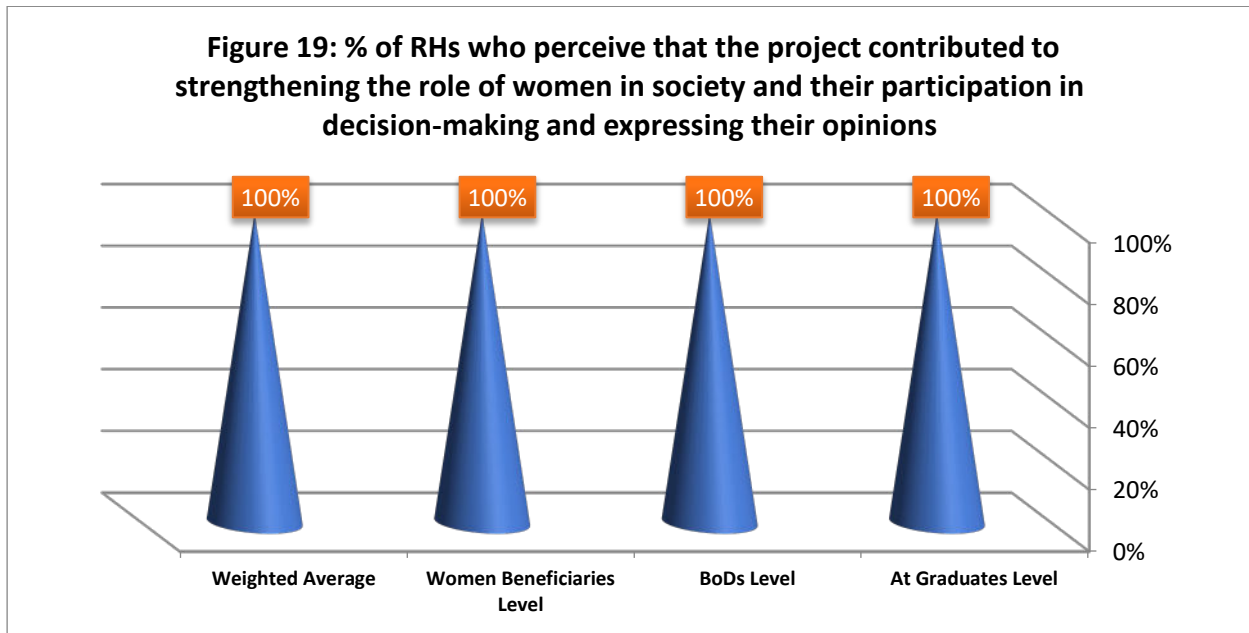
In the key informant interviews (KIIs) conducted with the RWDS and FPS teams, it was emphasized that the increase in women's income had an impact that extended beyond economic benefits. Specifically, it contributed to the social empowerment of these women, enhancing their self-reliance and self-confidence.

Furthermore, the Evaluation results, as illustrated in Figure # 18, show that the RHs have realized six forms of impact of increasing their income. “Economic empowerment and self-reliance” was rated as the most realized impact of increasing RHs income (rated at 21% and 22% by BoDs and women beneficiaries respectively). Two forms of impact were rated equally at the second top main impact of increasing RHs income; “Improving level of educational, health & social life” and the “increased self-confidence and independence” (both rated at 20% and 22% by BoDs and women beneficiaries respectively). The fourth main form of impact of the increased income reported by the RHs is “improving standard of living of the RHs” (rated at 20% and 21% by BoDs and women beneficiaries respectively). “Starting own business” was reported as the fifth form of impact of increasing RHs income (rated at 16% and 12% by BoDs and women beneficiaries respectively). Finally, the RHs reported that there are other forms of impact that they realized due increasing their income other than the above mentioned. (rated at 5% and 3% by BoDs and women beneficiaries respectively).



As for the 2nd OVI of the Specific Objective, “Increase of at least 20 women that access/participate actively in the decision-making processes by the end of the Project”, the Evaluation results indicate, as illustrated in Figure # 19 that the Project contributed to strengthening the role of women in society and their participation in decision-making and expressing their opinions, as reported by (100%) of the surveyed members of the Boards of

Directors, (100%) of the surveyed young female graduates, and (100%) of surveyed women who work in cooperatives, clubs, and community-based organizations (CBOs) production units.



Moreover, 22 surveyed women who work in cooperatives, clubs, and CBOs production units reported that trainings and awareness workshops on women's rights increased their participation in the decision-making process. The Evaluation results also show that (76%) of the surveyed members of the Boards of Directors reported their participation in public meetings in their community and/or at the Jenin governorate level. Additionally, 6 (38%) surveyed members of the Boards of Directors and 5 (13%) surveyed women who work in cooperatives, clubs, and CBOs production units (11 in total) reported that they recently joined membership/representative positions at the local or national levels.

The focus group discussions revealed that a total of 40 women from the Boards of Directors and members of general assemblies hold membership/representative positions at the local or national levels, **representing a 200% achievement of the target**. Some participants in the focus group discussions also indicated that their participation in decision-making within their families has positively changed. For example, one participant shared, *"The course helped me to be more confident to attend public meetings or training courses. Before, I was always afraid of what people would say if I got out to take a course, but now I confidently participate in courses and seminars"* (Wardeh-Dair Abu Daif).

Participants in the KIIs with local authorities highlighted the equal power of female members in their village council, stating, *"We have two elected women members in our village council, one of them is a member in Faqua women club. Our female members of the VC have power equal to the rest of the members and participate in our decision-making process effectively"* (Barakat al Omari – Faqoua Mayor). Furthermore, another mayor shared how the village council allocated land for the construction of a permanent premises for the women's club, emphasizing that *"if women develop, the entire society will"* (Ibrahim Abu Alrub- Jalboun Mayor).

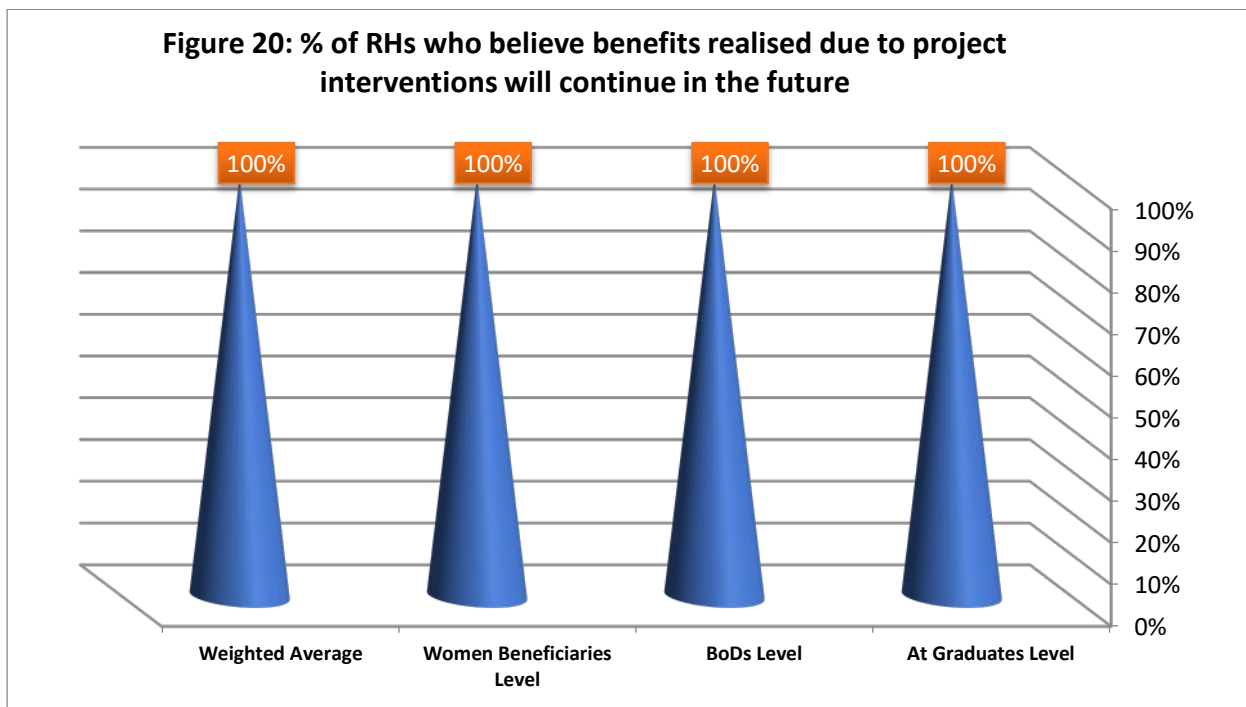
*As for the 3rd OVI of the Specific Objective, “At least 35 women lead new entrepreneurial activities after the intervention in the selected area”, the Evaluation results show that 13 (76%) of the surveyed members of the Boards of Directors (BoDs) and 18 (49%) of the surveyed women who work in cooperatives/clubs and community-based organizations (CBOs) production units (31 in total, which accounts for 88.6% of the target) reported that they are leading or participating in entrepreneurial activities/initiatives due to the Project interventions. Furthermore, the focus group discussions (FGDs) with BoDs showed that a total of 42 women from their organizations have started new or improved existing entrepreneurial initiatives, **representing a 120% achievement of the target.***

The Evaluation results revealed that the Project is well-oriented towards achieving the expected impact. This is evident in the above analysis of the level of achievement of impact level OVIs. The combined effects of the achievements at Project Specific Objectives evidently contribute to the attainment of the Project General Objective. With this, the Project has achieved significant positive impact on its target group with a strong potential for the continuation of the impact realization and progress.

3.6. Sustainability

The Evaluation results shown indicate that, 100% of beneficiaries believe that the benefits realised due to Project interventions will continue in the future. This high confidence by beneficiaries is a significant sustainability factor, as it *represents their deep trust in their*

capacity to utilize these benefits in the future in a sound manner on the one hand, as well as shows their realization of the feasibility of these benefits. (Figure # 20)



The Evaluation results show that 100% of the surveyed BoDs confirmed that they were involved in Project planning & implementation. Additionally, the participants of the different FGDs of BoDs confirmed that they were fully involved in identifying tools, equipment and machineries provided by the Project. They made similar confirmation on the implemented renovation and rehabilitations made in their premises and workplaces. ***This created a strong sense of ownership among them which form strong factor for marinating these tools, equipment, machineries and the renovation and rehabilitations works.*** Additionally, the ***achieved improvements*** in their coop/clubs/ CBOs' ***businesses performance*** in terms of competitiveness, production and sales values and ***the tangible increases in members' income*** form together strong sustainability factors. To this end, the Project ***enhances the financial and economic sustainability of the livelihood of RHs.*** One participant from the target group stated, "I am committed to my Project until my very last breath. I constantly think about ways to improve it and I will not give up. On the contrary, I plan to expand it." said Raeda Farah from Maythaloan.

The Project had a strong positive impact on the environment with significant contribution to environmental sustainability. This can be visualized in several cases, for example, the Project improved women accesses to better hygienic conditions in their workplace through installation of water tanks and rehabilitating their latrines. Another example, the Project supports women to produces fresh and processed food from mostly organic raw materials while meeting hygienic conditions. The Evaluation results revealed that Project interventions are ***culturally acceptable.*** This has been confirmed by the conducted survey of the right holders, FGDs and KIIs with the different stakeholders which grantees that the local communities will not undertake measures against the continuation of the coops/clubs and CBOs' services and maintaining the provided support. ***The gender sensitive approach of the Project- such as targeting both sexes of duty***

bearers in awareness raising activities, in addition to trainings on women rights- had succeeded in extending the benefits to all segments of the society (women, girls, men and boys) which creates strong sense of their ownership of the provided inputs and the improved services, thus to collectively sustain them.

The Evaluation results revealed also that **Project results are sustainable at institutional level**, since the establishment of the Women Cooperative Coalition and institutionalizing it (developing its bylaws and strategic plan) shall make it instrumental for realization of the benefits of cooperation among cooperatives in terms of fostering women's businesses activities while giving them stronger collective voice to defend women's socioeconomic and land rights. Additionally, the Evaluation results showed also that **equipping young female graduates with necessary knowledge and skills** in terms of cooperative management and job-finding skills is a life lasting change and give them sustainable capacities to joint job market in the cooperative sector and other sectors as well.



4. Success Stories

Meet Ranan Nairat, a 26-year-old graduate in Health Administration and Hospital Service from Al-Quds Open University. After participating in the RWDS training Project organized in late 2021, Ranan's life took a 180-degree turn. Before the Project, she had no knowledge or experience in cooperatives. However, RWDS offered her the opportunity to work in cooperatives and engage in agricultural Projects.

To Renan’s surprise, she was offered internship employment in February 2022 for 10 months. This opportunity was life-changing for her. Not only did it provide her with financial stability, but it also helped develop her personality and confidence. She even assisted her family with their financial matters and supported her sister to complete her university education.

“I never imagined that I could communicate and cooperate with others so effectively. Before, I was a different person, but the training Project transformed me into a confident and capable individual. Today, I can face any challenge that comes my way, and I owe it all to the RWDS training Project”. Said Renan

Through RWDS training Project, Renan gained skills in communication and cooperation that she never thought possible before. Today, Renan is a transformed person, confident in her ability to face any challenge that comes her way. Her success story is a testament to the power of training and opportunity in changing lives for the better.

Meet Sahar Abu Salama, a mother of four living in Faqqu’a (Umm Yazan). Sahars’ success story is a testament to the power of determination, creativity, and support. Despite facing financial pressure, Sahar refused to give up and instead turned to her passion for cooking. Her skills and creativity in the kitchen allowed her to start producing sweets, and established a presence on social media and in local markets. Through this venture, Sahar has not only been able to provide for her family but also gain a sense of self-confidence and psychological comfort. The packaging course she took expanded her horizons and inspired her to research more about her craft.

“Thanks to the support of the women's club, I have found the desire and ability to work towards my dreams. The encouragement and training I received have made all the difference, and I am grateful for the opportunity to turn my creativity into a successful venture”. Said Sahar

Sahar's ultimate dream is to expand her Project and provide employment opportunities for other women in her community. This vision speaks to her desire to work and win together and help others as well. Thanks to the support and training she received, Sahar is well on her way to achieving her dreams and inspiring others to do the same.

5. Conclusions

The Project is relevant to the context and will be aligned with the national strategies, donor and project partners’ strategies and beneficiary needs and priorities. In general, the Project has implemented appropriate and feasible interventions. The Project is also consistent with several international norms and standards, including the SDGs, CEDAW, UDHR, ILO conventions, and participatory development principles.

The Project is well-positioned within the customary limits of cost-effective budget allocations of similar Projects. RWDS



had utilized Project resources effectively and efficiently for big existent. It employed an efficient procurement system during the Project implementation. The Project was implemented in a timely manner according to the agreed upon plans for fair extent despite the deterioration witnessed in the security situation in Jenin governorate. Overall, risks were efficiently managed by Project partners and challenges were handled appropriately.

The few limitations existed in the results matrix of the Project such as the very ambitious OVIs, modesty of their “smartness”, in addition to the lack of written M&E system at RWDS, absence of monitoring method sheets, and none relevance of some of the baselines values, had limited for, some extent, RWDS’s capacities to capture the progress of the results achievements accurately.

The targeted cooperatives, clubs and CBOs vary a lot in the level of performance and in the form of relationship between them and their members. For some of them, they do not have enough clarity or system in place that identify the role Coop/ CBO/ play in enhancing/ facilitating its members’ entrepreneurial activity/ies; and govern the relationship between the organization, its members and those third parties in relation with members’ entrepreneurial activity/ies.

The Evaluation results demonstrate that the Project was implemented effectively to a large extent by RWDS with support of FPS. Out of the 13 objectively verifiable indicators (OVIs) corresponding to the Project's Specific Objective and results, (9 OVIs) 70% were overachieved, indicating a high level of results achievement and Project implementation effectiveness. (2 OVIs) 15% the OVIs were achieved on target, and (2 OVIs) 15% of the OVIs were underachieved to varying degrees.

The Project is well-oriented towards achieving the expected impact. The results matrix (logical framework matrix) demonstrates a fair level of coherence among the Project's general objective, specific objective, the three results, and their corresponding activities. The combined effects of the achieved results evidently contribute to the attainment of the Project impact. It is evident that the Project impacted the beneficiaries from different aspects of their lives economically, psychologically and socially, along with the achievements of the planned Project results.

The generated, economic, social, and psychological benefits, in addition to the high sense of ownership, form, by each and together, strong sustainability factors. It is very likely that the target group will be able to benefit from the results of the Project even following the completion of its activities, as the Project has achieved significant positive impact with a strong potential for the continuation of the impact realization and progress.

6. Lessons learnt

Many lessons were learnt from the implementation of this Project, key ones are:

1. Conducting Environmental Impact Assessment prior implementing key interventions is crucial for ensuring the success of those interventions and eliminating the risk of negative effects on the environment, people and businesses.
2. Another lesson learned is that engaging both women and men in interventions is considered a success factor in achieving the desired changes at the economic and political levels in society.
3. One of the lessons learnt by many actors in Palestine and other countries is that using consultants for undertaking core Project activities (such as business development services), instead of Project personnel, may decrease the cost effectiveness of the respective Project. It might create gaps in integration between tasks implemented by different consultancy services providers, and thus negatively affect the achievement of the Project objectives.
4. Despite the importance and vitality of certain activities, it is necessary to conduct relevance check to ensure their coherence with other project elements and relevance to the project objectives. For example, the event carried out with the Vocational Training Center in Jenin.
5. It is also learnt that involving stakeholders and decision-makers with sufficient information and coordination puts them in a positive position towards the project and motivates them to support it and utilize their resources and resources to achieve its objectives. For example, the agricultural advisory services provided by Ministry of Agriculture.
6. It is crucial to select the appropriate work tools to ensure the desired benefit. For example, the ineffectiveness of SWOT analysis as a tool for developing business development plan for advancing cooperatives, clubs and CBOs businesses.
7. Despite the importance of theoretical training, practical application through provision of technical support (on job support) is crucial for skill acquisition and effective implementation of acquired knowledge.
8. Lastly, implementing capacity building activities on-site is more effective than centralized activities as it allows for a broader base of participants, enhancing the desired impact of capacity building activities while contributing to sustained performance of cooperatives management and business activities.

7. Recommendations

1. Based on the confirmed relevance of the Project interventions, the high level of success in achieving results/overachievements, the realization of impact, efficient and effective implementation, and partnership arrangements, as well as the high likelihood of sustainability of the achieved results, it is strongly recommended that the Project partners, (RWDS & FPS) and the donor continue with their highly efficient model of partnership. Additionally, they are strongly recommended to replicate and scale up similar Projects in other areas of the West Bank and Gaza Strip, while considering the recommendations below for improvements.
2. The Evaluation Team highly recommends RWDS to recruit additional technical personnel to undertake core activities related to business development and capacity development support and to limit the use of external consultants/experts to provide case-by-case adequate technical know-hows and support for beneficiaries.
3. Project partners are recommended to improve the results framework of its future similar Projects by utilizing known global standards such as as DCED Standards for Women Economic Empowerment, DCED standard for job creation, DCED standard for private sector development and their Common Impact Indicators and Suitability Indicators.
4. The partners are recommended also to make to their Project indicators more SMART, i.e. to set only one specific variable in each indicator, set realistic targets for indicators (current ones were significantly ambitious) and by making the indicators statements clearer in all relevant languages.
5. RWDS is also recommended to improve its overall MEAL performance by: a) develop its MEAL manual, b) provide training for its staff on Results Based Management, c) to prepare, monitoring method sheet (some org call it definition sheet) for each indicator before starting the implementation process in order to have systematic data collection and analysis processes. This entails defining the variable of each indicator, guiding questions, means, frequency and forms of data collection and framework of data processing and analysis, and d) Recruit permanent MEAL officer, to perform MEAL tasks at all stages of the Project cycle.
6. FPS is recommended to support RWDS in developing its own Project management systems, i.e. developing MEAL manual, developing Projects management manual, installation of Program Information Management system (PIMS) software or Web-based system.
7. Project partners are strongly recommended to apply more concrete, integrated, advanced and mainstreamed interventions in order to achieve transformative change. At cooperatives, club and CBOs level, this can be done through developing a multi-stakeholder long-term “joined up” development plan for each of the targeted organization, along with their respective strategic plans. By doing so, all supporters to these contribute the achievements of the same “collective outcomes” along with their capacities and area of expertise as “best placed actors”. This also consistent with aid effectiveness principle of localization of the development process and enhancing local ownership.
8. The Evaluation Team recommends RWDS to develop its own guiding concept and set of operational tools for promoting collective entrepreneurship. Such model should consider among other things, a) identifying the role that the Coop/ CBO/ can play in enhancing/ facilitating its members’ entrepreneurial activity/ies; b) identifying the scope and the manner

in which the org will perform its role in enhancing/ facilitating its members' entrepreneurial activity/ies. This can be in-house or out-house arrangements based on the entrepreneurship gap assessment of the members, c) identifying the contractual arrangements and routines, both technical and financial, that govern the relationship between the org, its members and those third parties shall be involved in/ in relation with members' entrepreneurial activity/ies performed with a role of the org.

9. Project partners are recommended to apply a multi-year programmatic approach instead of the 18-month Project approach, as it allows for having enough time for applying enterprises development model and longer period of follow up support which is crucial for sustainability of the supported businesses and social change
10. Project partners are recommended to undertake Environmental Impact Assessment (EIA) prior supporting businesses ideas (tools, equipment, machinery, infrastructure construction or rehabilitation, etc). If such assessment would have been implemented prior initiating soap Project in Anza, the realized negative results would not have been avoided.
11. RWDS is recommended to increase the level of coordination and information sharing with relevant stakeholders, and the DBs particularly. This will help in RWDS to gain their support and protection to the Project, additionally, through such coordination, the Project may benefit and mobilize technical services from line ministries to RHs at no-cost. To this end, the Evaluation Team recommend RWDS to capitalize on the signed MoU between MoA and all local CSOs that work in the agricultural including RWDS.

8. Annexes

Annex 1: Project's Results Achievements Matrix

Green, exceeded planned results - **Yellow, planned results have been achieved** - **Red, planned results were not/under achieved**

Indicators	Baseline	Target	Actual Result
Specific Objective: Promoted the equitable access to decent employment opportunities of rural women in Jenin (West Bank) or Improving the economic outlook of rural women in the Jenin Governorate (West Bank).			
OV11 40 women have increased their income in at least 50% at the end of the project in the target locations	<ul style="list-style-type: none"> Monthly average income of women works in coops/ clubs and CBOs production units is 245 NIS 	<ul style="list-style-type: none"> 40 women have increased their income % of increase is at least 50% 	<ul style="list-style-type: none"> 91% of the surveyed young female graduates beneficiaries reported that the project contributed to increasing their income. Their average monthly income has increased from 125 NIS prior the project to 1,511 NIS after the project. This represents 1,100% increase. 84% of women who work in coops/ clubs and CBOs production units reported that the project contributed to increasing their income. Their average monthly income has increased from 245 NIS prior the project to 1,130 NIS after the project. This represents 361% increase their income vs. the target of 50%. 100% of the surveyed members of the BoDs reported that there is an increase in their coops/ clubs and CBOs income.
OV12 Increase of at least 20 women that access/participate actively in the decision-making processes by the end of the project	<ul style="list-style-type: none"> None of the women in the agricultural cooperatives are part of the municipal councils and only 29% are part 	<ul style="list-style-type: none"> At least 20 women 	<ul style="list-style-type: none"> 17 (100%) surveyed members of the BoDs, 12 (100%) of the surveyed young female graduates and 38 (100%) of the surveyed women who work in coops/ clubs and CBOs production units reported that the project contributed to strengthening the role of women in society and their participation in decision-making and expressing opinion

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Indicators	Baseline	Target	Actual Result
	of the temporary councils.		<ul style="list-style-type: none"> ▪ 22 of the surveyed women who work in coops/ clubs and CBOs production units reported that trainings and awareness workshops on women's rights increased their participation in the decision-making process ▪ 13 (76%) of the surveyed members of the BoDs reported that they participate in public meetings in their community and/or at the Jenin governorate level ▪ 6 (38%) of the surveyed members of the BoDs and 5 (13%) of surveyed women who work in coops/ clubs and CBOs production units (11 in total) reported they have recently joined membership / representative position at the local or national levels. ▪ The FGDs revealed that in total 40 women from the BoDs and members of their general assemblies have membership / representative position at the local or national levels. <i>This represents 200% achievement of the target.</i>
OVI3 At least 35 women lead new entrepreneurial activities after the intervention in the selected area	<ul style="list-style-type: none"> ▪ 75% of the women in the agricultural cooperatives are not employed ▪ 90% of the young TD graduates are unemployed. 	<ul style="list-style-type: none"> ▪ At least 35 women lead new entrepreneurial activities 	<ul style="list-style-type: none"> ▪ 13 (76%) of the surveyed members of the BoDs and 18 (49%) of surveyed women who work in coops/ clubs and CBOs production units (31 in total, 88.6% of the target) reported that they /lead/participate in entrepreneurial activities/initiatives thanks to the project interventions ▪ The FGDs with BoDs showed that in total, 42 women have new or improved entrepreneurial initiatives by their members. <i>This represents 120% of the target.</i>

Results 1: Strengthened the organizational and participative capacities of the Right Holders, Responsibility Bearers and Duty Bearers to guarantee the

Indicators	Baseline	Target	Actual Result
creation of decent employment and entrepreneurship among rural women in Jenin Governorate			
OV11 A network of women cooperatives established at the end of the project in Jenin	<ul style="list-style-type: none"> No women cooperative network in Jenin Governorate. 	<ul style="list-style-type: none"> A network of women cooperatives established 	<ul style="list-style-type: none"> Feasibility study was developed for registering cooperatives by 5 clubs and CBOs including legal analysis and roadmap for registration process Women Cooperative Coalition was established with membership of the 7 participating coops/ clubs and CBOs Bylaws was developed and endorsed by the 7 participating coops/ clubs and CBOs Road map for further institutionalization steps of the Women Cooperative Coalition was developed Strategic plan for years 2023-2026 for the newly established Women Cooperative Coalition was developed An awareness campaign was carried out through print media on the newly created Women Cooperative Coalition (WCC).
OV12 At least 60 people (50% of women) in Jenin Governorate (RH, RB, DB) are trained about women's rights by the end of the project, concretely, about worker's rights, right to land and right to participate in the decision-making process and the design of public policy	<ul style="list-style-type: none"> 60% of the RHs in agricultural cooperatives have poor or non-existent <u>knowledge about women's rights to work</u> 48% have poor or non-existent knowledge about <u>women's rights to property, access, and cultivation of land,</u> 	<ul style="list-style-type: none"> At least 60 people are trained about women's rights 	<ul style="list-style-type: none"> According to the project draft final report, an awareness workshop was held at the Jenin Chamber of Commerce, with a total duration of 9 hours and the participation of 30 people (18 women and 12 men). <i>This represents 50% achievement of the target</i> 11 (65%) of the surveyed members of the BoDs, 13 (36%) of surveyed women who work in coops/ clubs and CBOs production units and 8 (67%) of the surveyed young women (32 in total) reported that received training on women rights. 100% of those received training reported that they become familiar with the workers' rights, women land rights/ right of ownership and participation in decision-making process.

Indicators	Baseline	Target	Actual Result
	<ul style="list-style-type: none"> 50% consider that their <u>opinions are not taken into account</u> in local processes. 		<ul style="list-style-type: none"> 94% of respondents who received training perceive the course was comprehensive, clear and meet their expectations. 100% of the those received training perceive training duration was sufficient Additionally, an advertising spot was carried out on obstacles face Palestinian women when accessing the labor market and the low percentages of female labor participation in the Jenin Governorate.
<p>OVI3 At least 10 decision-makers (DB) in Jenin Governorate have been raised awareness about the formulation of inclusive labour policies in terms of gender equality</p>	<ul style="list-style-type: none"> No DB claimed to have specific policies or strategies to alleviate gender inequalities in the workplace. 	<ul style="list-style-type: none"> At least 10 decision-makers (DB) have been raised awareness about the formulation of inclusive labour policies in terms of gender equality 	<ul style="list-style-type: none"> Meetings have been conducted with 18 DB, specially Jenin Chamber of Commerce, through which it was possible to transfer the concerns and obstacles of RHs to decision-making levels. The above result was confirmed during the performed KIIs.
<p>Results 2: Strengthened the productive, marketing and financial management capacities of women cooperatives in Jenin</p>			
<p>OVI1 7 women cooperatives reinforce their financial management incorporating new management and marketing practices by the end of the project</p>	<ul style="list-style-type: none"> Only one RB claimed to carry out <u>accounting management</u> in their cooperative No RB claimed to have an <u>accounting manual</u>. 	<ul style="list-style-type: none"> 7 women cooperatives reinforce their financial management 7 women 	<ul style="list-style-type: none"> 17 (100%) of the surveyed members of the BoDs reported that the project's interventions contributed to building a marketing strategy for their coops/ clubs/ CBOs. (<i>This represents 100% of the target</i>) 15 (88%) of the surveyed members of the BoDs reported that they have organogram with clear segregation of duties and responsibilities as framework for accountability in their coops/ clubs/ CBOs.

Indicators	Baseline	Target	Actual Result
	<ul style="list-style-type: none"> No RB has a coordinated <u>sales strategy</u>. 	<p>cooperatives incorporating new management and marketing practices</p>	<ul style="list-style-type: none"> 14 (82%) of the surveyed members of the BoDs reported that they have a valid strategic plan for their coops/ clubs/ CBOs with 100% of them confirmed that the project contributed to the achievement of their coops/ clubs/ CBOs strategic plans. 17 (100 %) of the surveyed members of the BoDs reported that they have a management and financial systems for their coops/ clubs/ CBOs (<i>This represents 100% of the target</i>) to the low level of education of the members of the coop/ club/ CBO.
<p>OVI2 At least 80% of the women that participated in the project report at its end the improvement of competitive capacity of their products marketed through the cooperatives</p>	<ul style="list-style-type: none"> 82% of RHs in agricultural cooperatives reported having <u>normal or poor marketing skills</u>, 53% poor or very poor <u>knowledge of packaging and labeling</u>. 	<ul style="list-style-type: none"> At least 80% of women report improvement in competitive capacity 	<ul style="list-style-type: none"> 100% of the surveyed members of the BoDs reported that they witnessed an improvement in the competitiveness of the products of their coop/ club/ CBOs. All of them also reported that they have acquired better skills in marketing and packaging of their products thanks to the project interventions. The average reported improvement in competitive capacities of coop/ club/ CBOs is 53% Likewise, 100% (120% of the target) of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an improvement in the competitiveness of their products that they market through their coop/ club/ CBOs. 89% of them reported that they have acquired better skills in marketing and packaging of their products thanks to the project interventions. The average reported improvement in competitive capacities women producers is 53%
<p>OVI3 Women report an increase of at least 30% in their sales</p>	<ul style="list-style-type: none"> On Average, the annual sales of the coop/ club/ 	<ul style="list-style-type: none"> At least 30% increase sales 	<ul style="list-style-type: none"> 100% of the surveyed members of the BoDs reported that they witnessed an increase of sales of the products of their coop/ club/ CBOs. On

Indicators	Baseline	Target	Actual Result
after the implementation of the project	CBOs products is 20,357 NIS		<p>Average, the annual sales of the coop/ club/ CBOs products increased to 74,640 NIS (this represents 266% increase)</p> <ul style="list-style-type: none"> 91% of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an increase the sales of their products that they market through their coop/ club/ CBOs. The average increase in sales of women products is 51%. <i>This represent 170% of the target</i>
OVI4 Increase of at least 30% of the production of the women that participated in the intervention by the end of the project	<ul style="list-style-type: none"> 6 out 7 RB are actively producing, but only a limited number of products. All the TR lack quality control measures or additional equipment to expand their production. 	<ul style="list-style-type: none"> At least 30% increase in coops/ clubs and CBOs production 	<ul style="list-style-type: none"> 100% of the surveyed members of the BoDs reported that they witnessed an increase of production of their coop/ club/ CBOs. The average increase in production of the coop/ club/ CBOs products is 42%. <i>This represent 140% of the target.</i> 89% of the surveyed women who work in coops/ clubs and CBOs production units reported that they witnessed an increase their production. The average increase in production of women is 44%.
Results 3: Strengthened the professional skills of young female university graduates in Jenin directed towards the improvement of access opportunities to quality employment			
OVI1 At least 3 initiatives put in place by the Cooperative Network to promote employability of young female graduates (a data base, a	<ul style="list-style-type: none"> Among recently graduated young RHs, <u>none claimed to know of a job search network or database</u> 	<ul style="list-style-type: none"> At least 3 initiatives to promote employability of young graduates 	<ul style="list-style-type: none"> According to the project final report, 3 activities were carried out (<i>100% of the target</i>) in an event implemented in cooperation with MoL TVET center in Jenin. These activities were attended by more than 120 young people from the governorate, various representatives of the Jenin Chamber of Commerce, the Ministry of Economy, and private companies.

Indicators	Baseline	Target	Actual Result
networking event with private companies and recommendation letters to be presented before potential employers distributed in the Chamber of Commerce)	<ul style="list-style-type: none"> 60% claimed to be dissatisfied or very <u>dissatisfied with the professional services received</u> at their university institutions. 		
OVI2 At least 70% of youngsters report an increase in their security when facing the search for a job by the end of the project	<ul style="list-style-type: none"> 1 in 5 young people in Palestine say they do not know how or where to look for work. 85% of the young TD graduates surveyed stated that they found the mechanisms to seek employment confusing or very confusing. 	<ul style="list-style-type: none"> At least 70% of youngsters report an increase in their confidence and capacity to search for a job by 	<ul style="list-style-type: none"> 100% of the surveyed young female graduates reported that the project's interventions contributed to increasing their capacity and confidence in job search/application process. <i>This represents 143% achievement of the target</i> 90% of them have reported also that the project's interventions contributed to their access to job opportunities.
OVI3 Increase of at least 70% in cooperative management knowledge reported by women which allows them to access jobs in the sector	<ul style="list-style-type: none"> 55% of the young RHs graduates said they did not know the agricultural cooperative sector 65% answered that they had never or rarely considered working in 	<ul style="list-style-type: none"> At least 70% increase in cooperative management knowledge 	<ul style="list-style-type: none"> 100% of the surveyed young female graduates increased reported an increase in their knowledge in cooperatives management The FGDs showed that the level of knowledge in cooperatives management among the young female graduates increased from an average of 3% to 63% (<i>60% increase, this presents 86% of the target.</i>) thanks to the training project implemented by this project.

Indicators	Baseline	Target	Actual Result
	this sector.		

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