

**Summary of project evaluation report**  
**Multisectoral response to humanitarian needs in Gaza.**

**N-MFA 2020**

**Conclusions:**

***Project Formulation***

**The project proposal is well-designed and reflects proper analysis of the addressed problem and proposed strategy.** The project formulation is realistic with well-articulated goal, outcomes and outputs. The project logical framework has an extended set of indicators to track the achievement of the planned results, though a proper M&E plan was supposed to be prepared at the design phase. The project is very pertinent for Gaza context and addresses a set of underlying key humanitarian needs of the most vulnerable communities in the Gaza Strip. It was formulated based on a good review of OCHA Humanitarian Needs Overview (HNO) 2019, which presented the needs for interventions to address nutrition, WASH, and GBV in Gaza Strip. The project is consistent with the relevant Sustainable Development Goals (SDGs), especially SDGs 3, 5 and 6 related to health, gender equality and WASH.

***Project Implementation***

**The DCA/NCA enhanced an effective partnership with two old partners Maan Development Center and Ahli Arab Hospital (AAH) and established a new partnership with CFTA to serve the Sexual and Gender Based Violence (SGBV) survivors.** Meanwhile, the project partners played dynamic roles and engaged effectively in the implementation of the different project activities. DCA/NCA played the role of quality assurance and oversight over the implementation of the project, ensuring that the required qualities of project activities were adequately fulfilled. A strong relationship existed between DCA/NCA and the partners of the project; it has been conducive to an effective collaboration in implemented the project.

**It's clear that the management teams of the project partners have applied DCA/NCA procedures during the implementation of the project's interventions.** They have used an adaptive management extensively to adapt to the changing context in the Gaza Strip in order to ensure the achievement of the project deliverables, while maintaining adherence to the overall project plan. Nevertheless, the project implementation has experienced a challenging period during the outbreak of COVID 19 pandemic. The partners' teams have shown flexibility and agility in managing and adapting to these changes, as well as better coordination of the activities, which resulted in greater synergies among between projects.

***Project Results***

**The project is highly relevant to the needs of the target groups, including women, men, girls and boys who live in a protracted protection crisis and struggle to live a life with dignity.** The project's intervention with the three-components emerged from the national priorities to enhance the

partners' capacities to respond to the humanitarian needs of the direct beneficiaries. The project is relevant to and consistent with DCA International Strategy (2019–2022) and is aligned with NCA's Global Strategy Faith in Action (2019). Also, the partners' strategic plans reflected high relevance and consonance with the project's goal and outcomes.

**DCA/NCA and the partners adequately addressed the cross-cutting issues of gender, participation, protection, environment, and human rights.** The Project rationale cites high priority of gender sensitiveness and protection of the vulnerable communities. The project goal and approaches are in line and compatible with the UNSCR 1325 which gives high priority for protection mechanisms against SGBV and empowering the vulnerable women and girls through the provision of holistic, survivor-centred lifesaving services that protect and ensure the well-being and recovery of survivors. Though, two partners were not aware enough of the 1325 resolution and even it's already part of the cooperation agreement that they should address in the project activities. Nevertheless, the project was conceptualized and planned within the 'needs based approach' and 'right based approach' to programming that were still dominant approaches among the implemented partners during project design and implementation phase. Overall, the project targeted 57% females (women and girls) as opposed to 43% males (men and boys).

**DCA/NCA considered environment issues in the risks analysis matrix and gave high concern for environment protection through the project's operations and activities with the partners and the beneficiaries.** The partners considered human rights and the humanitarian principles as main references for building their strategic plans. The partners are independents and non-politically affiliated, who serve the needs and priorities of the vulnerable and marginalized communities based on humanitarian programmes. DCA/NCA and the partners don't deliver humanitarian assistance with any religious or ideological agenda attached to it (impartiality), rather on a humanitarian basis. The partners didn't face operational challenges to implement the humanitarian principles.

**The partners were highly dedicated to the humanitarian accountability to the beneficiaries through five components: 1. participation, 2. beneficiary feedback and complaints mechanism, 3. sharing information, 4. evaluation, learning and continual improvement, and 5. the attitudes of the partners' staff.** Complaint Mechanisms were in place to create open and interactive communication channel with the project's beneficiaries to ensure quality of services and guarantee their right of expression. The partners paid high concerns to the appropriate attitudes and behaviors of the staff with the beneficiaries through the Code of Conduct. The projects' beneficiaries stated that the projects' team treated them with dignity and respect to their needs and privacy, listened to their perspectives, and showed patience.

**The review of all management elements of the project confirms that the implementation of the project was an efficient operation that created a good value for money.** The prudent approach to engage project funds was translated into good value for money and the use of adaptive management allowed for the identification and implementation of activities that were very responsive to immediate needs of the beneficiaries, and the need to achieve the expected results. The partners ensured a good balance between the quality of the implementation and the

delivery of services within the time constraints. The project has been efficient in terms of exceeding the outcomes and the output targets, and it has also been efficient in terms of achieving the planned activities within the planned timeframe without the need for an extension.

**The achievements of the project indicate an effective project that was on track to deliver its expected results by end-2020.** Three critical success factors contributed to the project effectiveness: (i) the project was well designed, responding to national needs and benefitting from a good engagement and participation of the stakeholders. (ii) a good leadership from DCA/NCA to guide and supervise the implementation of the project through adapting the project resources to response to the national emergency of COVID-19 and to support the partners to quality control with considering the beneficiaries' priorities; and (iii) a good flexibility (using adaptive management) in allocating the project resources and implementing activities to be able to respond to the beneficiaries' needs and changes.

**NCA/DCA enhanced the partners' operations in Gaza to be accountable to the affected population in line with a principled response.** DCA/NCA conducted capacity building trainings for the partners (Maan, AAH, CFTA, WAC, PCHR) on DCA Anti-Corruption Policy, DCA Complaints handling systems, Core Humanitarian Standards (CHS), DCA Code of Conduct and Expected Staff Behavior, and PSEA.

**The project interventions in 2020 contributed to enhance the NCAs' humanitarian operations that promoted sustainable and more environmentally friendly solutions.** All the partners considered environmentally friendly practices when implemented the project activities. All partners' humanitarian operations were compliant with the financial and procurement policies and guidelines of DCA/NCA through constant supervision and direction by the financial and procurement officers at the level of headquarter and Jerusalem offices.

**The partners implemented the planned activities totally on both the technical and financial levels on time and on budget;** accordingly, no major deviation occurred during the implementation period in term of outcome, outputs, and activities in which the actual total reached beneficiaries exceeded the planned number. The DCA/NCA project planned to reach 8384 rights holders (WASH-Nutrition: 5624, SGBV: 2760) whereas the actual target of the reached beneficiaries was 25,289 by the project partners.

**The project is a humanitarian response and is contingent on the external fund in which the partners don't have sustainable financial resources to continue after the project closing.** The partners can't keep the project's staff after the project end since they didn't have core fund to provide salaries for them. The humanitarian projects required core fund to implement long-term programs to ensure more sustainable achievements especially that Gaza Strip lives a prolonged protection crisis.

**Overall, when comparing key achieved results with the goal, it's evident that the project contributed to: a) reduce the risk and prevalence of malnourishment and WASH-related transmissible diseases amongst vulnerable communities; b) provide immediate and lifesaving multi-sectoral responses to women and girl survivors of SGBV; and c) enhance the humanitarian and accountability principles”.**

## Recommendations:

### A. Formulation

- DCA/NCA and the partners should enhance the depth of the activities details and provide adequate breakdown of outputs into detail activities with clear implementation methodology to facilitate the process of monitoring and evaluating the effectiveness of implementation.
- The DCA/NCA should prepare a well-structured Stakeholder Management Plan (SMP) and analyze the stakeholders' roles and interrelations with DCA/NCA to achieve the project's goals and activities.
- DCA/NCA has to design theory of change (ToC) for the project to give the big picture of the intended change of the project and to define the long-term goal of the project and the broad strategic areas of intervention.

### B. Implementation

- DCA/NCA should develop an efficient M&E plan during the design phase to be adopted by the project's partners, to ensure effective measurement of the project's outcomes and outputs and to track the indicators achievement.
- DCA/NCA should enhance the coordination and synergies between the partners during the implementation phase through conducting monthly regular meetings to enhance sharing information, to create referral mechanisms between the three partners and to ensure effective implementation of the project activities.
- DCA/NCA and the partners should enhance the coordination mechanisms and improve exchanging of information with the relevant UN clusters during the implementation phase of the project for future interventions.
- DCA/NCA and the partners to have consideration for planning for at least a 10-month timeframe for the similar scope of work is recommended in future relevant interventions.

### C. Project Results

- DCA/NCA and Maan should consider that the project target area is still in need for further WASH intervention (i.e. the need for installation of house connections and rehabilitation of toilets inside homes since Maan couldn't implement these activities due to COVID-19 restrictions).
- DCA/NCA and CFTA should design and implement an integrated GBV-Economic Empowerment projects to create a safer more protective environment for the survivors of GBV or at-risk women.
- DCA/NCA should provide the partners with core fund to implement long-term humanitarian programs to ensure more sustainable achievements especially that Gaza Strip lives a prolonged protection crisis.
- DCA/NCA and Maan should subcontract with other partners/CBOs to implement WASH components under supervision of Maan to convey their advance experience of WASH to build the capacities of new partners especially in the marginalized areas.
- DCA/NCA should enhance the capacities of the partners to address the UNSCR 1325 in their strategic plans and projects and how to apply its principles in the project cycle management.

- CFTA should develop MIS to ensure provision of the service delivery for each target groups according to each donor and to ensure disaggregation by the beneficiaries' name to ensure that there is no duplication or overlapping of the provided services.
- Maan should identify the most appropriate online activities that the beneficiaries have access to and provide the beneficiaries with information on the promotion tools and links. MAAN should consider implementing hygiene promotion through awareness sessions (physically) if COVID-19 related situation allows in 2021.

### **Lessons Learnt**

The evaluation mission has come up with a number of lessons learnt presented below.

#### **AAH:**

- Due to unstable conditions in Gaza, special attention should be also considered to preparedness plans, which should include Consumable (medicaments, staffing and fuel).
- High prevalence of anemia among the targeted children necessitate to target the other root causes of anemia such as food insecurity.
- It is found that the levels of anaemia and malnutrition are high. Accordingly, and in order to address root causes of malnourishment and improve recovery rates of children on sustainable basis, it is highly recommended – in future interventions, to improve access of malnourished children and their families to nutrient food (food parcels)
- Anaemia represents a public health problem that requires interventions, focus should be directed towards anaemia management and control not only among those who present to health facilities, but also, through proactive early intervention programmes. The utilized house-to-house approach enabled the partners to discover thousands of concealed cases of anemia and malnutrition and to contribute to their recovery.

#### **CFTA**

- The project was run under emergency situation in Gaza Strip, time was short while responses needed to be fast. CFTA team was enabled to be responsive and use alternative methods like moving to the online services provision; however, CFTA doesn't have a hotline which needs to be thought of strategically by the organization
- The partnership between DCA and CFTA is new, in the future, more information sharing and orientation sessions about the different procedures and systems needs to be developed especially more information on procurement.
- The lack of availability of some items in the local market like computers for the field staff as well as items requested by the target groups such as gloves and masks in the dignity kits caused some delay. CFTA and the team in the field should pay closer look at the budget follow up especially during emergencies and to provide alternatives on timely manners

#### **Maan**

- The online methodology for the hygiene awareness activities showed high efficiency and effectiveness. The methodology supported for large outreach of beneficiaries and provided

the space to use more smart tools. However, the home-to-home visits still very important as it provides more space for discussion and onsite clarification.

- The home-to-home distribution for the COVID-19 kits needs more resources including mainly vehicles and field monitors. Maan already provided the required resources, but it is recommended to consider this once having similar activities in other projects.
- The fluctuations in the cost of the items in the local market and the currency exchange rates require a close follow up for the project expenditures.