

Mid-Term Review

**“Capacity-Building of Trauma
Counsellors in East Jerusalem YMCA”**



FINAL REPORT

SEPTEMBER, 2007

FOREWORD

The Review team would like to express its sincere appreciation and thanks to all the staff in the YMCA Rehabilitation Program in Beit Sahour, West Bank, for the excellent cooperation and support during the field survey 12-18 August 2007.

Special thanks to the director Nader Abu Amsha, deputy Nidal Abu Zuluf, head of training Khawla Al-Azraq, head of supervision and counselling Mona Zaghroot and centre supervisor Ferdoos Abed Raboo. Great appreciation is also extended to the YMCA staff in the field that organised the programme for us and gave generously of their time, 'Ala Abu Ayyash, Nader and Wafa in Hebron, Lama Odeh and Walid Riyadi in Ramallah. But we'd also like to thank the supervisors and counsellors from Jerusalem and North who came down to Beit Sahour to share with us their experiences and knowledge, in particular Omaimeh Sahroor and Imad al-Arda in Tulakrem, Mustafa Amer in Nablus, Mohammad Mahajneh in Jenin and Ibtisam Adeeleh in Jerusalem.

The YMCA accountant Wadee' Alyateem worked with us patiently to figure out the complexities of the project's activities and expenses – we appreciate that! Thanks also to Nader Stephan, Acting Chief Accountant in EJY and General Secretary Andrea Batarseh for giving us time to map out the relationship with EJY and the Rehabilitation Program in Beit Sahour.

During the field survey we interviewed a wide range of non-governmental and governmental partners of the YMCA. We appreciate their efforts: representatives of the Ministry of Social Affairs, Ministry of Education, Ministry of Health, UNRWA, PRCS and many local NGOs, in addition to international donors and partners to the YMCA (see Annex 2).

Last, but the least we'd like to extend our great appreciation and respect to a former YMCA supervisor and counsellor, Leila Atshan, who went out of her way to see us in Bethlehem. Despite hostile external environments, among those occupation soldiers trying its best to stop her, she was able to share and inspire us with her long deep-seated knowledge and experience into counselling for traumatised and people with disabilities.

Finally, thanks to the Y Global in Norway, especially the Middle East Advisor, Kjersti Lindøe and International Director, Kjetil Østnor for giving us the chance to conduct this mid-term review. It is our hope that the process of doing a mid-term review as well as the report itself will be useful for future action and adjustment of the project's course.

All mistakes or errors in the report are our sole responsibility.

Oslo/Kufr Kana, 4th September 2007

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ACRONYMS

CBI	Classroom-based interventions
EJY	East Jerusalem YMCA
EMDR	Eye Movement Desensitization and Reprocessing
GO	Governmental organization
KRCT	Kosovo Rehabilitation Center for Torture Victims
MDGs	Millennium Developmental Goals
MTR	Mid-Term Review
NGO	Non-governmental organization
NOK	Norwegian kroner
Norad	Norwegian Agency for Development Cooperation
PNA	Palestinian National Authority
PRCS	Palestine Red Crescent Society
TIR	Post-traumatic Incident Reduction
TRC	Treatment & Rehabilitation Center for Torture Victims
UNRWA	United Nations Relief and Works Agency
Y Global	YWCA-YMCA Global, the international department of the YWCA-YMCA movement in Norway
YWCA	Young Women Christian Association
YMCA	Young Men Christian Association

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EXECUTIVE SUMMARY WITH CONCLUSIONS AND RECOMMENDATIONS

This report presents the outcome of a Mid-Term Review by Nordic Consulting Group of the project “Capacity-Building of Trauma Counsellors in East Jerusalem YMCA” implemented in the West Bank by the Rehabilitation Programme of the YMCA based in Beit Sahour. YWCA-YMCA Global in Norway has along with Norad funded the project since 2005.

The goal of the project for the period 2005-9 is:

- **Increased capacity level of the psycho-social counselling organisations in Palestine and transfer of knowledge to other conflict countries.**

A team for the Review was put together by a team leader from NCG familiar with evaluations, the Palestinian context (including speaking the language) and Norwegian development cooperation, a psychologist team member appointed by EJY, and a last year university student of Psychology appointed by Y Global. While the field survey was conducted jointly by the team, the team leader wrote up the report.

According to the Terms of Reference, the main purpose of the review is to assess to which extent the project is on the track of achieving its stated goal. On a secondary level, the goal is to promote learning among the cooperating partners EJY and Y Global in addition to other relevant parties like local authorities, NGOs, and Norad.

The team was asked to map and document the different activities, results, and achievements of the project. Based on the documented achievements, make an assessment of the project according to the following review criteria: relevance, effectiveness, efficiency, impact, risks and sustainability, in addition to an assessment of the project’s management and work on anti-corruption measures, gender sensitivity and partnership between EJY and Y Global.

The MTR process has been divided in three phases; preparatory, field survey, and analysis-writing up report. The time allocated for this assignment was 7 weeks with an overall cost of 140.000 NOK. The overall budget for the project from 2005-9 is around 2,5 million NOK.

In the preparatory phase project, documents were collected and reviewed, and in dialogue with Y Global and YMCA, TOR was developed. During the field survey from 12-18 August, all key stakeholders participated in a brainstorming for developing indicators of assessing the outputs and potential outcome/short-term impact of the project. These indicators were very useful for the team during the field survey when visiting the YMCA field offices in Hebron, Ramallah, and Beit Sahour. A questionnaire was distributed to 53 trainees in the project. Around 40 in-depth interviews were secured with key staff in EJY as well as external partners and governmental agencies.

The process has been participatory; preliminary findings were presented for discussion after the field survey was conducted, both in Norway and West Bank. The draft report was distributed for comments and inputs before the final report was concluded.

The main conclusions and recommendations are summed up below.

A. Conclusions and Recommendations for YMCA

1. Conclusion: When summing up the lessons learnt in the two first years of the project for building capacity among trauma counsellors in the West Bank, the main conclusion is that this has been a highly relevant and successful intervention. This project is on the right track of achieving its objectives and is currently contributing greatly to building the psychosocial capacity of social workers, counsellors, and psychologists in Palestine.

Recommendation number 1: the project needs to be continued and further developed. This team is happy to recommend future funding for this project on the same financial level or increased funding (depending on implementation of recommendations below).

2. Conclusion: The review team was very impressed by the high commitment and dedication found among the YMCA supervisors and counsellors. It is convinced that this has been instrumental for the success of the project. Commitment and dedication among staff are good indicators for that YMCA Beit Sahour is directed by a supportive and good top management.

Recommendations to board of EJY (and Y Global):

- a. Ensure that staff and employees of YMCA are well taken care of in terms of not being over-loaded with job tasks, having a good work environment, level of salary and pension rights (provident fund).
- b. Work on avoiding the ‘burnt-out-helpers’ syndrome, we recommend a stronger focus on conducting retreats outside the work environment regularly. Such retreats should be included in the annual participatory planning process and be included in the budget.
- c. Providing more personal support and supervision for the key staff (see also below under supervision)

Relevance

3. Conclusion: The trauma treatment techniques, mainly EMDR, CBI and draw therapy, have been adapted to the local cultural and religious setting and seem to be working well with the trainers, although the eye movement ‘bit’ of the EMDR is perceived as slightly ‘alien’ to some beneficiaries and therapists, while the butterfly hug is being applied widely.

Recommendation: Support the YMCA’s supervisors’ efforts in documenting the effects of the EMDR (that there seem to be fewer relapses among the beneficiaries treated with EMDR than those treated with for example cognitive behavioural therapy) by:

- a. Earmarking funds for documentation, filming and recording the work of YMCA counsellors and supervisors (depending on approval of beneficiaries and discretion of person working with filming)
- b. Consider using available film materiale with director Musleh for making educational training films documenting the use of the new techniques, or consider contracting a part-time film maker (not necessarily professional, there are lots of young, unemployed graduates) who could be in charge of making documentary films.

4. Conclusion: Internationally, YMCA is becoming a reference and focal point for EMDR competence in the Palestinian areas, and has the potential for becoming a resource center for trauma in conflict areas, not only for Arab countries, but also for other areas where people live with ongoing and prolonged conflict.

Recommendation: continue to support the YMCA supervisors until they are fully approved EMDR trainers and facilitators, and explore chances for developing contact with the Arab world. We also recommend that the recruitment process for selecting EMDR-trainees be closer monitored:

- a. Current criteria of at least 3 years practical experience, BA or equivalent in addition to having beneficiaries, must be controlled upon implementation
- b. YMCA could consider doing pre-enrolment interviews to assess that there is a sufficient level of commitment (this is especially valid for trainees coming from institutions where YMCA is not the ones selecting the trainees).
- c. Training group formation must be done according to levels and background
- d. The supervision for the EMDR-training could be made a compulsory as it should be an integrated part of the training and not leave it up the individual trainees to approach YMCA for supervision when working with cases between level 1 and 2.

Supervision and curriculum

5. Conclusion: There are highly qualified supervisors working at YMCA and the internal supervision for YMCA counsellors and supervisors was found to be adequate and up to standards, although not always systemised in all field offices. Their capacity is however on the verge of being over-stretched as scores of potential new trainees approaching the YMCA for supervision.

Recommendations:

- a) To relieve the existing supervisors and to ensure professional renewal as well as continuity, YMCA could consider bringing in occasional external supervisors. This is already a tradition for using external supervisors in YMCA, although maybe less so in the recent years, so we support to bring it back into the budget also for the Y Global project. Other options could be to consider long-term training of supervisors in different fields (not only EMDR).
- b) There is a need for training and clinical support materials to be translated into Palestinian working Arabic. A book that outlines some of the work that is being done, through describing anonymised cases could be extremely helpful to other practitioners and to service users in Palestine and elsewhere in the world where there is ongoing trauma, and with refugees and asylum seekers.

Impact

6. Conclusion: Whether the trauma techniques and tools that have been taught and the skills and knowledge acquired among the almost 200 trainees will actually lead to a 'healthier'

mental health status in the West Bank is a different story – and topic for an impact study.

Recommendation: Conduct a follow-up **impact** study towards the end of the project in early 2009, measuring how the trainees of the programme have utilised the skills with their beneficiaries and how the therapy has affected them. Such a study could be done in cooperation with other partners such as Unicef and Dan-Church Aid.

7. Conclusion: Although mental health is not high on the priority list of Palestinian national authorities, YMCA's strong focus on training governmental social workers, psychologists, and counsellors has given YMCA a high credibility and legitimacy in the West Bank. However, YMCA is an all-Palestinian organisation, but since the second Intifada, there has been no links and/or professional exchange with trauma counsellors in Gaza.

Recommendation: YMCA could renew contact and exchange with trauma specialists in Gaza with the objective of conducting training for trauma counsellors there, or outside Palestine (depending on the political/security situation).

International training

8. Conclusion: YMCA's supervisors training of CBI and Butterfly hug techniques for psychologists in Kosovo in May 2006 was perceived as highly successful and relevant for the trainees, but it has since then not been followed-up by supervision and counselling, which is usually what YMCA always does.

Recommendation:

- a. YMCA should follow-up the existing contacts and do a second round of training of trainers in Kosovo (as recommended by the YMCA-supervisors in their travel reports) rather than expanding to new countries in Latin-America (Ecuador and Colombia) as planned for 2007 and 2008.
- b. YMCA could look into consolidating and documenting the project's achievements during training abroad. There is a need for better documentation of the trauma techniques and how it works in different contexts. This documentation job, should not be added on top of the other duties, unless the supervisor is given special time to deal with it.

Project and financial management

9. Conclusion: The weakest part of the project found during the review is the project management itself; there is no systematic collecting and analysing information of training courses, participants, and achievements. Budgets have not been matched with project activities.

Recommendation: YMCA needs to pay more attention to keeping proper records and a proper filing and archive system. After each training session, the trainer should supply short reports outlining place of training, number of participants and which institutions they work with etc. Based upon that report, invoices for expenses incurred as part of the training should be paid.

10. Conclusion: Another weak part related to the project management is the lack of integrated financial and activity planning. Currently, it seems like planning for the project activities and budgeting is done as two separate processes.

Recommendation: The plans for 2007-9 need to be revised to actually reflect the activities going on the ground. Planning sessions for the project need to be held regularly and with the accountant present so as to ensure that all activities planned have budgetary consequences and to ensure that there is no overlap between the different projects funded by different donors.

11. Conclusion: The financial management was found to be of good quality and the Y Global/Norad fund is kept in a separate account in the computerised accounting system. The external auditor has been the same company for more than 20 years.

Recommendations:

- a. Y Global and YMCA agree upon more detailed budget breakdown matching activities with budget lines. This will pave the way for better monitoring of expenses – and thus activities. In the long-term this will help putting in place a more results-based management.
- b. YMCA ensures compliance with the organisation's existing policies for procurement, using tenders and bidding for purchase of items above a certain amount. It is also recommended to ensure that all payments are backed by proper supporting documents e.g. travels and tickets.
- c. Income generated by the project (sales of products and training services), this includes volunteer contributions (like the international trainers' bona fida), should be recorded in the narrative reports.
- d. YMCA could make a bidding round for external auditing services. Any external auditor should issue a Letter of Management along with the regular audit report.

Transparency and accountability

12. Conclusion: The transparency and accountability from YMCA towards Y Global is high, but it was found to be weaker towards stakeholders (staff in YMCA) and the project's end-users (in this case; trainees).

Recommendations:

- a. Improve the transparency and accountability towards the end-users of the project, the trainees and local community could benefit from having more information about how the funds are used. YMCA could consider using so-called 'public audits', which implies making the budget and accounts known for the end-users through open meetings or through the media.
- b. YMCA might also consider announcing the training opportunities in the media to ensure equal access for all who are qualified and committed.

13. Conclusion: Y Global's contribution of the total revenues of the YMCA Rehabilitation programme is marginal, less than four percent. Perhaps because of that, or the low profile of Y Global, the Norwegian contribution is not well known, few people had heard about Y Global, nor Norad, the back donor. The project 'Capacity-building for trauma counsellors' does not have an identity of its own. Activities funded by Y Global have been integrated in the YMCA overall training programme.

Recommendation: End-users should be made aware of where the financial support originates from.

Sustainability

15. Conclusion: As an organisation highly dependent on external funding, YMCA needs to generate income. Although it is lucky to have several donors contributing with 'core' funding, YMCA is acutely aware of the need.

Recommendation: consider the income-generating opportunities of the specialised training it is offering, but on a differentiated scale; government agencies cannot pay, but private organisations and institutions could be charged a reasonable training fee.

16. Conclusion: A key issue in increasing capacity with other agencies is to ensure appropriate governance through training, supervision, consultation and accreditation and the YMCA could play a significant role in this.

Recommendation: To work on the sustainability of the project we recommend that YMCA develops quality-assurance system for EMDR-trainees in Palestine, including a good system for supervision. It might also consider setting up Palestinian EMDR-branch for keeping up quality, secure their positions, licensing, etc

17. Conclusion: Due to the increased conflict level internally in Palestine, YMCA's buildings in Qalqiliya was targeted last year by extremists manipulating YMCA's Christian profile to be a missionary organisation. Tensions have also been felt in Hebron, especially after the 'cartoon crisis.'

Recommendation: The situation necessitates stepped-up efforts to prevent possible manipulated image of YMCA as a missionary organisation. YMCA needs to work more actively to promote its image as an all-Palestinian organisation through media and other channels. The documentary film "Safe Place" is an excellent tool for promoting the image of YMCA, and we recommend to air it in locations around the West Bank – and Gaza.

Gender

18. Conclusion: YMCA's focus on survivors of political violence is highly relevant and the core of the organisation's competence and capacity, but there are diverging views inside the organisation as to what constitutes 'political gender-based violence' and how the conflict is directly affecting women and girls.

Recommendation:

- a) YMCA should consider exploring what constitutes ‘political violence’ for women through internal seminars and gender training in YMCA. We recommend to focus on impact of conflict on women (reference to UN SCR 1325), and step up efforts on secondary level harmful practices of f.ex widow-marrying to brothers of martyrs killed due to the conflict.
- b) YMCA is encouraged to reinforce measures to promote women’s access to encourage participation in the programme, to training like providing babysitting facilities or transportation for babysitters etc.

B. Conclusions and Recommendations for Y Global

Conclusion 1: Y Global’s partnership approach, which includes lobbying and political support, youth exchange, south-south exchange in addition to financial support for the Capacity-building project, is highly appreciated among the Palestinians in YMCA.

Recommendation: continue the excellent cooperation that exists with the YMCA in Beit Sahour keeping the emphasis on youth exchange, advocacy, and raising support for the cause in Norway.

2. Conclusion: Y Global has followed up the project from Norway conducting visits to the project twice a year focusing on the above mentioned issues as well as tried to monitor results in the project, but due lack of detailed budgets and activity plans the monitoring have not gone into details.

Recommendation Project follow-up needs to be strengthened by developing a more systematic approach to monitoring of results/achievements. Y Global should work closely with YMCA in integrating the financial and narrative planning & reporting to ensure that there is a match between budget & activities. This includes helping in revising the current plans, something which will aid also the monitoring process.

3. Conclusion: Y Global has not directly monitored financial management routines nor had contact with the external auditor.

Recommendation to support the process more actively using the external auditors, like issuing management letters which might be useful for Y Global in its support for the reorganization process in YMCA.

4. Conclusion: So far Y Global has not done any professional project follow-up in terms of using psychologists or trauma experts from within Y Global or the World Alliance.

Recommendation: to widen and strengthen the follow-up Y Global should explore using own volunteer psychologist or others to monitor the results.

5. As a partner that is promoting solidarity, we recommend Y Global to encourage YMCA’s in its efforts to ensure a transparent and participatory budgeting and reporting. Y Global can play a role here by taking part in such workshops during project follow-up visits.

1 INTRODUCTION

1.1 Background

The Rehabilitation Program of the East Jerusalem YMCA in Beit Sahour has been working for more than 18 years in providing physical and mental rehabilitation to survivors of political violence in the West Bank. It was initiated as a response to the first Palestinian civil uprising, the Intifada (1987-1993) when scores of young people raising against the occupation were injured and disabled after clashes with Israeli soldiers.

After seven years (1993-2000), the second intifada broke out with intense fighting on a new level and accordingly massive shocks and trauma among people. YMCA started immediately responding to the situation and people's needs by offering psychosocial support to survivors as well as training and developing their own staff to adjust to the new reality. The Israeli re-occupation of the West Bank in 2002 led YMCA to set up emergency crisis intervention teams in Jenin, Nablus and other places.

The "Capacity-Building for Trauma Counsellors of EJY Rehabilitation Programme" initiated in 2005 with the support of Y Global and Norad, was a continuation of previous efforts in YMCA to build the capacity and knowledge among YMCA's staff dealing with trauma. The five year project (2005-9) was planned to be reviewed mid-term. The MTR has been jointly planned by Y Global and EJY; the drafting of the TOR and selection of consultants have been done in a participatory process. The review has been carried out by a team of external consultants; one Norwegian and one Palestinian supported by a volunteer from Y Global.

Y Global has been the Norwegian partner organisation and the Norwegian agency for development cooperation (Norad) has funded 90% of the project.

1.2 Purpose and Scope of Review

The main purpose of the review is to assess to which extent the project is on the track of achieving its stated goal. On a secondary level, the goal is to promote learning among the cooperating partners EJY and Y Global in addition to other relevant parties like local authorities, NGOs, and NORAD.

The team was asked to map and document the different activities, results, and achievements of the project. Based on the documented achievements, make an assessment of the project according to the following review criteria: relevance, effectiveness, efficiency, impact, risks and sustainability, in addition to an assessment of the project's management and work on anti-corruption measures, gender sensitivity and partnership between EJY and Y Global.

Complementing the Terms of Reference and the above, the team developed the following additional lines of enquiry:

- How can training be assessed as professional and relevant for level of intervention of

trainees? Are trainers well qualified? Is advanced trauma training techniques (ex EMDR) adapted to the local cultural, religious setting?

- How is the project relevant for traumas arising due to the current political/ security context? (project deals with trauma due to political violence)
- Does project staff have knowledge & understanding of gender based violence related to the conflict, or particular needs for women/ girls in a situation of war and conflict?
- Whose priorities is to send YMCA staff abroad for conducting training taking into consideration that it is a relative expensive activity?
- What are partner institutions assessments of YMCA staff's professional capacity?
- Is there any overlap between different projects and international donors?

The full report will be published and distributed in English including an Arabic translation of the executive summery as an annex.

1.3 Methodology

The mid-term review (MTR) process has been divided in three phases; preparatory, field survey, and analysis-writing up report. The overall time allocated for this assignment was 7 weeks divided between one Norwegian team leader and one Palestinian psychologist.¹

In the preparatory phase project, documents were collected and reviewed, and in dialogue with Y Global and YMCA, TOR was developed. A Palestinian consultant with a specialised background in trauma was nominated as team member by YMCA in Beit Sahour and approved by Y global/team leader.

A reference group was established in this phase by Y Global consisting of one volunteer from Y Global, the staff at Y Global as well as the team leader. The reference group commented on the draft TOR. One member of the reference group, a last year university student in psychology who has previously volunteered with Y Global, was selected to join in the Review team for the field survey. This would strengthen and retain the knowledge generated by the MTR in Y Global.

As the team was complete, secondary literature on trauma training and counselling was consulted before it developed the Review's approach and methodology, including interview guide and a 31-questions survey for the beneficiary trainees.

During the second phase, the field survey which took place from 12-18 August, the team spent the first day by consolidating the methodology and review questions as well as planning and discussing with the director of the YMCA. On the second day, all key stakeholders in the

¹ The total cost of the review was 140.000 NOK.

project participated in a Workshop where the team presented MTR methodology and field programme for feedback and comments. 17 of the participants filled the questionnaire. After that, the team chaired a Brainstorming session for the same key stakeholders for coming up with indicators for assessing the outputs and potential outcome/short-term impact of the project. 16 indicators and corresponding means of verification were developed (see Annex IV).

These indicators assisted the Review team greatly during the field survey when visiting the YMCA field offices in Hebron, Ramallah, and Beit Sahour. Furthermore, the questionnaire was distributed to 53 trainees in the project. 3 responses were deemed invalid due to incomplete answers, so in total 50 responses were used for the analysis.

40 in-depth interviews were secured with supervisors, head of sections, counsellors and social workers, as well as accountants and management of the Rehabilitation programme, in addition to the chief accountant and general secretary of the East Jerusalem YMCA.

Among the wide range of external partner organisations that benefit from the training, nine organisations were selected in a randomised manner. The randomisation of choice of organisations was aimed at reducing the error margins. Most notably, the team spoke with UNRWA, PRCS, the governmental agencies, and NGOs like Mihwar, Guidance & Training Centre, TRC, Center of Psychosocial Counselling for Women, and SOS Village.

On the last day of the field survey, the team presented its preliminary findings for discussion to the YMCA core staff.

In the third phase, collected data was systematised and analysed using triangulation. Some stakeholders were also consulted on email or phone to verify findings. By shifting between the various sources of information, all findings were substantiated by at least three sources before deemed valid and included in the report. Findings are based on at least three of the following sources:

- Project documents (annual plans, reports, travel reports)
- Users' survey among the trainees (50 respondents of around 200)
- Focus groups (six focus groups)
- Brainstorming workshops with key stakeholders (including representatives of Psychosocial teams in north)
- In-depth interviews with key YMCA project staff, EJY general secretary, accountant
- In-depth interview with randomized selected trainees
- Email and phone interviews with external trainers and partner in Kosovo
- Debrief seminar presenting preliminary findings

Finally, the draft report was circulated among YMCA and Y Global staff for feedback and comments. These comments were integrated in the final report.

1.4 Review working principles

The review team has adhered to the following main principles when conducting the review;

- **Empowering:** the team has tried to empower those involved in the review (as opposed to making stakeholders subjects to ‘question-answer’ style of evaluation) by engaging them in open-minded discussions. Hopefully the review will lead to strengthening of project management capacity of the partner organisations, both in Norway among Y Global or in YMCA in Beit Sahour.
- **Designed to lead to action:** the Review has attempted to give advice and recommendations that are realistic, feasible, and doable, and thus lead to action so that the project will improve in the areas where there is room for improvement.
- **Honest** and productively critical, but at the same time culturally sensitive is another principle that we have tried to adhere to by always carefully listening and taking notes of stakeholders input.
- **Evidence-based** and in accordance with standards for ethical research. All findings are substantiated by documented findings using triangulation.
- **Participatory** (to the greatest extent possible). Participatory has meant that Y Global nominated a volunteer psychologist to be a member of MTR-team during the field survey in Palestine. It also meant that the team has shared findings with YMCA project staff continuously during the field survey taking into consideration time limitations. The main purpose of that is to reveal all findings to verify, so to avoid misunderstandings or misinterpretation of data. By having two of the team members speaking Arabic, this also facilitated the extent of participation and dialogue between team and project stakeholders.

1.5 Limitations

There are several methodological limitations in a brief review like this. First, it should be stressed that it is a review mid-way in the life of a project, and not an end-of-project impact assessment of the outcomes of the project. This implies that the review does not assess the training which has been offered abroad, i.e. Kosovo. The team only made an email/phone interviews with trainers and trainees abroad.

Most of the findings, except the survey, come from interviews and focus groups – people expressing their views and opinions about YMCA – in other words qualitative perceptions. There is a lack of supporting quantitative data in particular about results, while the main obstacle in the review was to access statistics, records and archives of project information. Sometimes the archives were not there, while other times information was not recorded and documented, but spread around among different people involved in the project.

Another challenge was related to the centralized accounting system of the YMCA as all original invoices, payment vouchers and other supporting documents were archived in the EJY head office in East Jerusalem and not in the Rehabilitation programme’s premises in Beit

Sahour. To compensate for that, copies were made available for the consultants. Related to the assessment of administration and finance, the team was unable to meet with the external auditor.

Due to time constraints, the team did not visit all field offices, only the office in Ramallah, Hebron, and Beit Sahour, but all supervisors and several social workers and counsellors from the north were brought to Beit Sahour for interviews.

Despite the above-mentioned limitations, the MTR proceeded relatively smoothly – especially seen in light of the harsh realities of occupation on the ground in the West Bank. No major obstacles in terms of prolonged stays at checkpoints or closures were experienced.

1.6 Guide to the reader

This report is divided into five chapters in addition to the Executive Summary which includes Conclusions and Recommendations. Chapter one outlines the background for the review, purpose, scope, and methodology used. Chapter two presents a brief overview of the context of trauma in Palestine. Chapter three gives an overview of the goals and results of the project. Assessment of the findings from the data collection in the field and review of documents are presented in Chapter four along the parameters of the Terms of Reference, followed by References. Finally there are five Annexes on TOR, list of people interviewed, the survey results, overview of project planned and achieved results, and the indicators developed in the brainstorming workshop on the first day of the field survey.

2 CONTEXT

2.1 Trauma

Psychological trauma is the harmful impact on a person's mental state that occurs after having experienced a traumatic event. A traumatic event can be defined as an "experience outside the range of usual human experience that would be markedly distressing to almost anyone", typically this will include nature disasters, serious accidents, war experiences, threats to your own life or those close to you, sexual assaults to mention some. One can see a distinctive form of stress reaction to such severe and stressful experiences. The basic safety assumptions a person holds about her/himself and the world, are violated when an individual is suffering from trauma. A psychological trauma can thus be conceptualized with two components, a severely stressful and unusual event, and the person's reaction to this event.

The diagnostic category most often connected to psychological trauma is post-traumatic stress disorder (PTSD). The ICD-10 (WHO) defines PTSD as following:

"A. The patient must have been exposed to a stressful event or situation (either short- or long-lasting) of exceptionally threatening or catastrophic nature, which would be likely to cause pervasive distress in almost anyone.

B. There must be persistent remembering or "reliving" of the stressor in intrusive "flashbacks", vivid memories, or recurring dreams, or in experiencing distress when exposed to circumstances resembling or associated with the stressor.

C. The patient must exhibit an actual or preferred avoidance or circumstances resembling or associated with the stressor, which was not present before exposure to the stressor.

D. Either of the following must be present: 1) Inability to recall, either partially or completely, some important aspects of the period of exposure to the stressor. 2) Persistent symptoms of increased psychological sensitivity and arousal (not present before exposure to the stressor) shown by any of the following: (a) difficulty in falling or staying asleep; (b) irritability or outbursts of anger; (c) difficulty in concentrating; (d) hypervigilance; (e) exaggerated startle response.

E. All the above must be met within 6 months of the stressful event or of the end of a period of stress."²

The symptoms of psychological trauma can then be recognized as a particular pattern of symptoms in three clusters:

- Intrusive thoughts about a traumatic event. The person will not be or in limited degree be able to control the occurrence and duration of such thoughts. For most the thoughts

² Quoted from Ch F, ICD-10 (International Statistical Classification of Diseases and Related Health Problems) Classification of Mental and Behavioural Disorders. Diagnostic criteria for research. (1993) WHO

will have a vivid character.

- Emotional numbing and avoidance of reminders of that event.
- Physiological hyperarousal, which can manifest in startle response, heightened vigilance etc.

There are several therapeutic techniques and approaches to deal with trauma, the majority of these will have elements of cognitive processing or exposure techniques. The Eye-Movement Desensitization and Reprocessing (**EMDR**) technique is among the newest developments within the trauma counselling field. EMDR is a psychotherapeutic approach developed by Francine Shapiro.³

In EMDR, the patient will rate the subjective distress level on a scale as s/he goes through the trauma, and the changes on the rating will be a measure on the development in the therapy. Simultaneously the patient will be asked to follow the therapist's hand with her eyes while the therapist's arm moves left-right several times in the patients visual field. EMDR is seen as a time-efficient, comprehensive methodology for the treatment of the distributing experiences that underlie many pathologies. EMDR is an integrated model that incorporates aspects of psychodynamic, experiential, behavioural, cognitive, body-based, and systems therapies.

The eye movement stimulation has garnered attention professionally and publicly, and there is a controversy among professionals as to the therapeutic mechanism of the eye movements.

The **Butterfly Hug** is an intervention that uses Dual Attention Stimulation (DAS) along with various aspects of the standard EMDR protocol. The butterfly hug treatment is provided in a group format, where each child draws a picture illustrating the traumatic event and rates how distressing the event feels. Then while looking at the picture, the child crosses his/her arms across the chest and provides bilateral stimulation by alternately tapping each upper arm about 30 times. Another picture is then drawn and rated, and the sequence is repeated several times with the content of the picture altered according to a standardized sequence. Generally at the end of the process, the children report that their distress is relieved.

The method could be used in various contexts. YMCA is using it as an anchor to install the "safe place" technique, which is one part of the protocol. During the EMDR standard protocol some clinicians have also used it with adults and children to facilitate primary processing of a fundamental traumatic memory or memories. It is thought that the control obtained by the patient/beneficiary over his/her contralateral stimulation, may be an empowering factor that aids their retention of sense of safety while processing traumatic memories (photo EJY).



³ More information can be found at www.emdria.org

2.2 Mental Health in Palestine

Mental health in Palestine is not perceived as a national task for Palestinian authorities. Taking into consideration the massive challenges the Palestinian National Authority are currently faced with like internal strife, international boycott, poverty, unemployment – and have been faced with since the self-rule authorities were established in 1994, this has not been prioritised. Still, the need for mental health services is great, as will be the case with any country with high levels of conflict and violence.

Apart from a few psychiatric hospitals and some medical centres with psychosocial departments run by the government and UNRWA, the tremendous task of treating people with mental problems is mainly dealt with by NGOs. The sector is not regulated by Law, and runs the danger of a somewhat random structure, with each NGO working in its own self-defined field, without anyone taking the job of a nationwide needs assessment, and creating a structure that meet those needs. The lack of a centralized extensive and well-functioning mental health sector creates serious challenges for those working in the field.

Nevertheless, despite these challenges there seem to be cooperation among NGOs in terms of referrals and trainings, and a dedication to help those with no other feasible alternative for referral. YMCA has played a role in the national planning in psychosocial sector and has previously been a member in the Steering Committee for the National Plan.

The political situation with a military occupation has created a state of continuous threat for the Palestinian population. Many have been exposed to multiple traumas because of the length and brutality of the occupation – which is still present and continues to put people at risk of new traumas. Scholars in the field of trauma counselling will argue that you should always make sure that the patient is in a safe environment before beginning the therapy. This is unfortunately not possible in Palestine, and both the therapists and beneficiaries work under the threat of possible new traumatic events, and gather experience and create new ways of how to work under such challenging conditions.

The situation that causes trauma for many people is the very same situation that the counsellors themselves live in. The traumas that the beneficiaries have experienced, could happen to the therapist. It requires a great effort to put your own situation and fear aside, when the patient's situation resembles your own. The therapists will be at greater risk for secondary traumatisation. At the same time these are probably the times when the counsellors need to use more energy to handle their own fear and take care of their own family.

Several universities graduate students from the fields of social work, psychology, or educational counselling. Keeping in mind that the unemployment rate among high school and university graduates, including vocational schools is 25.4% (PCBS, 2005), there is a huge demand for training university graduates who have mainly theoretic knowledge in order to prepare and foster them for the Palestinian job market in the psychosocial field.

Finally, the stigma attached to mental health problems are, in some areas, creating a challenge to reach those in need of mental health services. Some will be convinced of superstitious ideas of why they are experiencing mental difficulties. Others can be afraid of their reputation and how people will regard them if they receive therapy. Some problems are more stigmatized than others. It will i.e. be somewhat easier to ask for help if you have been injured by soldiers, than it is to ask for help about sexual abuse.

3 OVERVIEW OF PROJECT

3.1 YMCA Rehabilitation Program

The Rehabilitation Program of the East Jerusalem YMCA in Beit Sahour has been working since 1989 in providing physical and mental rehabilitation to survivors of political violence in Palestine. East Jerusalem YMCA (EJY), which is the father organisation of the Rehab. Programme, is far older, as it started working already in 1949 during the turmoil of war following the establishment of the state of Israel. Providing relief and assistance to thousands of refugees who had been uprooted from their homeland, the EJY's history and development is a reflection of the history and development of the Palestinians in the West Bank.

The rehabilitation program targets people with physical disabilities and traumatised victims of political violence and torture, females and males, between 0 and 35 years of age by providing them with a number of services in the field of rehabilitation and psychosocial counselling including group and individual counselling. Since the second Intifada (in 2000), the program has stepped up its efforts in trauma counselling for victims and survivors of political violence.

In addition to being a 'service-provider' EJY asserts the importance of being a 'change agent' in terms of carrying out advocacy and lobbying for increasing the public's awareness of people with disabilities as well as traumas and other psychological problems.

The main donors and international partner of the Rehabilitation programme are (according to size of budget) ICCO, Unicef, Save the Children, EED, HorYzon, DanChurchAid, Christian Aid, Mennonite Central Committee, Lutheran World Relief and Church World Service. In terms of volume of funding, Y Global/Norad is among the smallest donors. For 2006, Y Global's contribution amounted to 3,6% of the total revenues of the YMCA Rehabilitation programme.⁴

The funding from UNICEF has been instrumental in setting up the so-called "Psychosocial teams" in all parts of the West Bank whereby YMCA has had a coordinating role. The teams have monthly meetings and produce a Master Plan for whole year which includes joint activities and psychosocial interventions with children. The teams also play a role during emergency situations when the members are stand-by to intervene for doing debrief etc during and after a crisis situation. Since 2002, which was the first year, the teams were set up in Jenin, then in Tulkarem & Nablus, the 2nd year Bethlehem and Qalqiliya were added, in the 3rd year Hebron, then Ramallah, Each year new areas were added, and in 2007 Jerusalem and Salfit were added organising Psychosocial teams there.⁵

The current Y Global project operates on the side of the larger Unicef-project as there are

⁴ YMCA's audited accounts for 2006 (Khadder & Co)

⁵ Interview with director of YMCA Rehabilitation programme and with representatives of Unicef 17.08.07

similarities in the activities offered such as the CBI and butterfly ‘hug’ trainings.

3.2 Y Global

YWCA-YMCA Global (hereafter Y Global) is an independent Christian, ecumenical, humanitarian organisation, responsible for international programs and partnership co-operation in diaconial activities in the Norwegian YWCA-YMCA and in the Norwegian YWCA-YMCA guides and scouts movement. The two organisations today have the direct ownership of Y Global, and have approximately 30.000 members.

“Lifting the world together” is the slogan for Y Global as it aims at mobilising to a consolidated action in protecting human dignity and promoting global justice. The work of Y Global is based on the Christian faith, its mission and understanding of human dignity – and is a response to the challenges, oppression, and suffering that affect individuals and groups in different parts of the world. “The face of the suffering calls us, the voices of the poor and the oppressed challenge us, and God’s love sends us. Through international partnerships we will contribute for the improvement of life conditions for people.”⁶

The cooperation with EJY which dates back to 1965 has encompassed different interventions such as emergency responses to critical situations, like a psycho-social rehabilitation programme for children who were present in the Hebron mosque massacre (1994), or the rehabilitation of boarding section of Jericho YMCA VTC after the release of several hundred detainees to the area. Other programmes have been more ongoing programmes, like the VTC in Jericho, or central administrative tasks in the EJY staff. Y Global has also supported the joint advocacy desk of EJY and YWCA of Palestine, and been instrumental to a number of exchange programmes for youth volunteers and for staff members.

Since 1994, Y Global has received funding from Norad. Since 2007, Y Global has been included among Norwegian organisations that are on a ‘trial’ period for entering into a multi-annual agreement with Norad, while for the period 1993-2006 Y Global has submitted annual plans and received annual approval for its project. The cooperation between Y Global and Norad takes the form of one annual meeting, usually after the Y Global has presented its annual plans (October – November) as well as correspondence depending on the needs of either party. Norad has funded 90% of the project costs and Y Global has raised 10% of the fund.

3.3 Project goal and results

The goal of the project “Capacity-Building for Trauma Counsellors” aimed to be achieved towards the end of the project period in 2009 is:

⁶ Quoted from Y Global’s Policy Document (February 2006)

- **Increased capacity level of the psycho-social counselling organisations in Palestine and transfer of knowledge to other conflict countries.**

The goal is divided on two levels: to build capacity in Palestine – and to transfer knowledge and experience to other countries. As mentioned under ‘Limitations’ this Review was unable to visit the country where YMCA trainings have taken place (Kosovo) and thus unable to make elaborate assessments on the second level of the goal.

The long-term development goal⁷ is:

- **Increased awareness of the concept of psycho-social counselling and its importance to the traumatized and victims of violence.**

YMCA acknowledges that it is not only their organisation that will contribute towards the long-term goal, but by having a wide and extensive networking with other GOs and NGOs YMCA hopes to achieve the long-term goal one day.

From the start of the project in 2005, the **core results** were planned to be training for building the capacity of people working in the field of psychosocial support. The first step was to train YMCA’s own staff. In Annex III, a full description of the activities charged to the Y Global project for the years 2005-7. In addition, the project has paid for salaries for several staff. For a discussion of the planned outputs compared to achievements, see point 4.3 Effectiveness.

⁷ Development goal is the future desirable condition to which a development intervention is intended to contribute to. The intended long-term effects of the project.

4 ASSESSMENT

4.1 Relevance

Assessing the relevance of the project, the TOR asked the review to explore whether the project is a priority for national authorities' and how it relates to other national/international plans (Millennium goals, poverty reduction etc). Further to assess to what extent the objectives of the project are valid, and if activities and results of the project are consistent with the overall goal. Adding to that, we interpret relevance also to include assessing the quality of the outputs (mainly the training and publications/film) and the level of satisfaction among the beneficiaries.

4.1.1 National and international level

As seen in Chapter 2, mental health is not considered to be 'national' task for Palestinian authorities, but rather opens the way for various private actors to offer their services. YMCA operates in that playground, but is one the eldest and considered among the most respected non-governmental organisation serving people with rehabilitation needs. Palestinian authority representative interviewed⁸ expressed a high appreciation for the important work being conducted by the YMCA rehabilitation programme, and stressed especially the positive impact of YMCA's holistic approach, i.e. it provides services ranging from physical rehabilitation, psychosocial counselling, via vocational training and **building disabled access facilities at the beneficiaries homes** and basic needs to restart their lives after a traumatic incidence.

Undoubtedly, YMCA is not the only organisation training governmental and private social workers and counsellors, there is a wide range of other actors conducting such training courses, but so far it seems there are only YMCA and a few other doing the advanced trauma counselling, and YMCA is along in offering the holistic approach.

On the international level, and for the United Nations' eight Millennium Development Goals,⁹ mental health issues are not mentioned at all. Critics have argued the complete absence from the MDGs reinforces the position that mental health has little role to play in major development-related health agendas. Rather, it seems that using evidence on mental health in developing countries, one could argue that addressing mental health problems is an integral part of health system interventions aimed at achieving some of the key MDGs.¹⁰

⁸ Ministry of Health, Ministry of Education and Ministry of Social Affairs

⁹ www.un.org/millenniumgoals

¹⁰ Miranda JJ, Patel V (2005) Achieving the Millennium Development Goals: Does Mental Health Play a Role? PLoS Med 2(10): e291

4.1.2 Beneficiary trainees

When trying to quantify the number of direct beneficiaries who have attended the training courses funded by Y Global and Norad, we tried to collect the various lists of names registered on the training courses and checked if the costs were charged to the Y Global account. One methodological limitation, is that there are quite a few of the same people who have participated in all the four first training courses (marked with *), as the main emphasis of the first two years was to train and build the capacity of the YMCA counsellors and supervisors. Apart from that, the following are the number mid-term in the project's lifeline:

Table 1: Number of beneficiary trainees

Year	Training	Number of trainees
2005	EMDR I	24*
2006	EMDR II	Same as above
2005	TIR	8*
2006	CBI	150
2006	Draw therapy	22*
2007	EMDR I and II	29
2007	CBI + butterfly ¹¹	282
Total		515 trainees

* Mainly same people, YMCA supervisors and counsellors

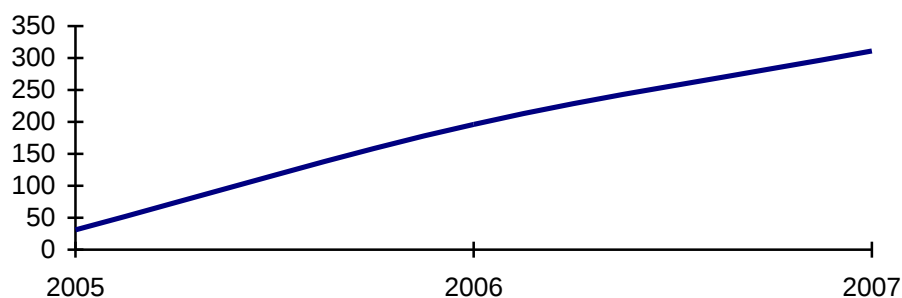
The quantitative trend can also be reflected in the curve below (figure 1) which shows that the number of people trained have increased sharply in just two years. The increase is due to the fact that once the YMCA eight supervisors which are based in the West Bank covering nine geographic district of the YMCA, have acquired the skills of for example CBI and the 'Butterfly hug', they started offering the training in their own geographical areas.

The curve is expected to continue to increase as more YMCA staff is acquiring the needed skills for training others. Another factor is that there are several requests for more training. In Hebron we saw long waiting list of people who had signed up for CBI or EMDR training. Some counsellors interviewed also expressed a wish for repetitions of the same training courses in order to reinforce and consolidate the skills and knowledge, but so far it seems that

¹¹ According to Head of Training these are Y Global-funded project activities, but they have not been charged to the project accounts as per August 2007 yet.

YMCA has not had the capacity, or prioritised repeating courses, as there are so many waiting to get their first training course.

Figure 1: Number of trainees 2005-2007



4.1.3 Local relevance

As documented above, more than 500 social workers, counsellors, and psychologists working not only in the YMCA, but in a wide range of governmental and non-governmental institutions have been trained in various techniques for dealing with trauma. Two rounds of the Eye Movement Desentization Reprocessing (EMDR) have been completed as of August 2007, and several courses in Draw therapy, TIR, Classroom-Based Interventions & what has been termed 'Butterfly hugs' have been completed.

Since the team's previous knowledge is that there are lots of training being given in the West Bank, we tried to enquire what is the 'value-added' of the YMCA training courses? The Review team used different tools for exploring whether the type of techniques chosen were perceived as relevant and useful for the Palestinian context.

During in-depth interviews, counsellors described that the EMDR is a relevant technique for the Palestinian lived experience with ongoing trauma because it gives **maintenance** to the beneficiaries. Earlier and before starting using EMDR, counsellors would experience that they would usually need to start from scratch when a beneficiary would come back for trauma treatment after a new traumatic incident (even if s/he had received long-term therapy earlier). After starting using the butterfly technique among a group of children, they discovered that already after the second session, the children had not relapsed, they were already improving and getting better. The EMDR technique has the advantage of being a short-term treatment alternative that still gets results. This concern is especially important in Palestine because of the huge need for trauma treatment in the population. EMDR then provides each counsellor with an efficient tool in a work situation with a large number of beneficiaries.

Furthermore, the supervisors in Beit Sahour now discovered that there seem to be fewer relapses among the beneficiaries treated with EMDR, and presented this potential finding in a

Paris conference on EMDR.¹² The future data and research on this hypothesis might then further support the use of EMDR in the Palestinian setting as an efficient technique for treating trauma in an area with long-term violent conflicts where you would expect multiple traumatic incidents. The founder of the EMDR, dr Francine Shapiro, has expressed her great interests in the findings of the YMCA supervisors and is encouraging them to try and get an article published.

YMCA has now developed a unique EMDR competence. Apart from the YMCA, there are two other psychologists in TRC in Ramallah that are developing the competence, but not at the same level as the YMCA yet. YMCA has documented that EMDR has increased psychological maintenance and resiliency in traumatised beneficiaries. The EMDR technique is applied among YMCA staff. EMDR is adapted to the local cultural setting (planned manual in 2008).

According to the EMDR-trainers:

“We all felt that the Part II was successful in assisting the Palestinians in learning new ways of applying EMDR to the types of complex, multiple-traumatized beneficiary populations that unfortunately are the norm in the West Bank. Even though the West Bank conditions made travel difficult for many of the Palestinian therapists, most of the original groups were able to get to Bethlehem to participate for the full 5 days of the Part II. It was evident from the start that these therapists had been using EMDR effectively and extensively since the Part I in November.

A questionnaire was distributed to the group, and the results indicated a very positive evaluation of the training. On a 5-point scale, mean evaluation scores for the Part II were 4.41 for overall quality, 4.41 for quality of content, and 4.45 for quality of training team. Participants also reported that their confidence in using EMDR increased as a result of the Part II, from a mean of 3.18 before the training to 4.45 after. We also asked about use of EMDR since November, and found that the 21 participants had treated, on average, 7.34 beneficiarys (range: 2- 42), and had provided these beneficiarys with an average of 3.67 sessions (range: 1 – 10) each.”¹³

Commenting on her own experience of the trainings and consultations, EMDR-external trainer Janet Wright said:

I was astonished that the Palestinian therapists were using EMDR and the Butterfly Hug so much and how effective it was. These people were very skilled and very experienced.”¹⁴

On a different level, there is currently no contact or cooperation with Gaza trauma experts after the second Intifada. According to the YMCA, the reason is mainly due to the closure

¹² Mona (Muntaha) Zaghrout Hodali & Ferdoos Abed Rabbo El Issa (May 2007), “Keeping Hope Alive: EMDR as an effective part of the East Jerusalem YMCA Rehabilitation Program working with victims of ongoing trauma.” Presentation at the 8th EMDR European Conference “Brain, heart, body in psychotherapy”, Paris

¹³ Report about emdr-training from HAP homepage.

¹⁴ Written input to Review team from Phillip Dodgson, Peggy Moore, Janet Wright 28.08.07

between West Bank and Gaza, and none of the staff can reach in Gaza. It was however clearly expressed that the staff and the YMCA will renew the links with Gaza trauma experts

Assessment: The choice of therapeutic approaches, especially EMDR, is found to be suitable for the psychosocial needs, especially for trauma counselling, in the West Bank. It will probably also be highly relevant for Gaza, but there is currently no cooperation with trauma counsellors in Gaza. It might be helpful to check the possibility of cooperation through meeting Gaza experts in Egypt or Jordan, as they are the closest meeting points

4.1.4 Survey

A survey with 31 questions was designed to provide information about mainly four aspects of the training: 1) Satisfaction level related to the course itself. 2) The acquisition of new and relevant knowledge. 3) The use of new knowledge/changed work performance. 4) Degree of internalized knowledge/coping. The survey was part self-assessment and part testing, i.e. some questions (like 6, 7, 10, 14, 15, 23, and 28) were formulated in such a way as to test the trainee's knowledge and consistency of the answers.¹⁵

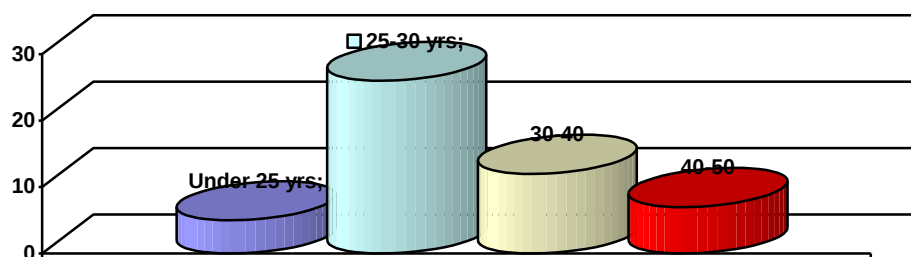
Each of these aspects was covered in the questionnaire with 5-10 questions, rated on a 5 point Likert scale. In addition, demographic information was collected. Finally the questionnaire included two open-ended questions, "In your opinion what has been the most important outcome of your training?" and "What was not covered in this training that you would have liked to learn more about?"

In the survey, 53 replies were received. Three answers were deemed invalid due to incomplete filling-in and the answering style. Out of the 50 who responded, 25 trainees had received first or second rounds of the EMDR-training. 25 out of a total of 49 EMDR-trainees implies that 51% of the EMDR-trainees were surveyed which gives a good representation since two of the questions were directly targeting EMDR.

Among the 50 respondents, there was a large majority of females (68%), while the age distribution of the respondents showed that 52% belonged in the age group 25-30 years, while 24% were between 30-40 years and 14% were from 40-50 years. There was nobody above 50 years.

Figure 2: Demographic data of survey respondents

¹⁵ Some of the counsellors and supervisors who filled the survey questioner commented that the meanings of some of the questions was not clear, and thus there might be an error margin and misunderstandings of some of the questions, ex. 6 7, 10, 14 and 15)



The main findings from the survey (see Annex III for whole survey):

- 100% of the respondents stated that the trainers were competent as well as good at communicating the curriculum.
- 98% confirmed that they were taking active part in the discussions
- 64% said there were some important themes that should have been included in the curriculum (there were 33 topics mentioned by the respondents – see 4.1.7), while 16% found all the important themes to be covered.
- 44% of respondents strongly agreed that sadness and grief are primary symptoms of PTSD, while only 8% knew that this is not correct. This finding indicates that a majority of the respondents are not familiar with main symptoms of PTSD.
- 80% claim that they have broad knowledge of how trauma can affect children, while 12% acknowledge that they do not have this kind of knowledge
- 74% believe they know how to differentiate between symptoms of PTSD, severe depression and grief. This finding is contradicted by question nr 7, where only 8% knew that grief and sadness are not primary symptoms of PTSD
- 58% do not agree in the statement “I feel somewhat insecure when I use the new techniques”, something that we can interpret as a success indicator for the trainings as most of the respondents feel self-confident to practice the techniques.
- More than 80% report changes at work as a result of their training (questions 18-21).

74% of the respondents felt that the training was appropriate for their previous level of knowledge (question 1), which indicates a high relevance level. Still, it is worth noting that 20% felt that the level was not appropriate. There are several plausible explanations for that; one could be that EMDR is a challenging technique to use, especially in the beginning. Many of those interviewed had only attended EMDR Part I and some were struggling with both finding cases with whom to practice the technique as well as finding cases with a single trauma history (not multiple). So, some trainees used their friends, relatives or colleagues at work for practising the technique. Another explanation could be that there were considerable variations between the participants attending the courses, from those with 20 years clinical experience to those with (for the EMDR) only three years practical experience. The last factor can contribute to the third plausible explanation for why 20% of the respondents felt that the

training was not appropriate for their previous level of knowledge and skills: some trainees felt that while attending, for example, the CBI training courses, it was too ‘easy’ for their background and experience, and thus they felt it was not appropriate. The EMDR, however, was not perceived as ‘too easy’ for any of the 30 people that the team interviewed.

For questions 11-13, 76% of the respondents believe they have the knowledge for how to receive people who have been traumatised as seen below, and this bears witness of how useful the trainees have found the training.

		1	2	3	4	5
11	I know how to meet people that have been traumatized.	0 %	2 %	12 %	56 %	20 %
12	I have mainly confirmed previous knowledge during this training.	0 %	0 %	2 %	34 %	60 %
13	I have learned specific techniques on how to treat traumatized people.	2 %	0 %	12 %	42 %	34 %

Another indicator explored was to which extent the increased referral of beneficiaries in between partner organisations and YMCA could be seen as an indicator of relevance of the therapy provided by YMCA, or if it is basically a reflection of the large increase in people seeking psychosocial help, needs to be studied further.

The substantial demands for training indicated by long waiting lists kept in some of the YMCA field offices however, reflect a notion that this is a highly sought-after training programme. If the training was not relevant, there would not be this kind of demand. In Hebron YMCA, waiting lists for people wanting to get training were kept, while in Ramallah, there was no registered waiting list for trainees (although there was a 2-3 months waiting to be admitted as a beneficiary). This could imply that YMCA needs to carefully assess the geographical diversities and the needs when deciding where to offer the various training courses. As seen in figure 3 and 6 below – geographical distribution of students/trainees, Hebron seems to have received less training courses than other areas (if compared with population). More importantly, when choosing geographic areas for training, YMCA needs to ensure that there is a strong commitment and dedication among the trainees who will get the chance.

A final indicator explored, is the fact that each YMCA counsellor would usually have a workload of 10-18 that they follow, this gives an indication of a long-term commitment from the YMCA’s side instead of having a quantitative focus.

4.1.5 Supervision

Crucial to the training is the need for regular supervision. In YMCA, the head of the Supervision and Counselling Section conducts a group supervision session with all the field office supervisors once a month, usually the 1st of the month. While the district supervisors

do continuous, usually weekly supervision with their counsellors.

During the EMDR-training, the supervision is integrated into the training and complementary for the technical skills acquired to be internalised due to the specific protocols of the EMDR. Between Part I and II, YMCA organised one round of group supervision for the participants in Beit Sahour, in addition to offering individual supervision by email or phone or in-person according to necessity. Members of the external training team have provided internet and telephone consultation to YMCA supervisors and support in preparing presentations for an international EMDR conference in Paris. The 2 YMCA supervisors (Mona and Ferdoos) are also being supported and trained to become EMDR International Association (EMDRIA) accredited trainers

According to the assessment of the external EMDR-trainers “there is a high standard of guidance, supervision and follow-up built into the training and professional development conducted by the team and the YMCA supervisors, but we believe that additional resources need to be provided.”¹⁶

In addition to the supervision for the local trainers, the co-facilitators for the EMDR-training in YMCA received 2-3 rounds of external supervision with EMDR facilitators in Germany, Paris and Turkey.

For the Draw Therapy, there was immediate supervision offered by dr Torben Winterfeldt in the field offices, while for the TIR training session, there were no special supervision integrated in the training.

Assessment: For YMCA staff there is a great emphasis on supervision, especially related to the EMDR-training, but for trainees from external institutions the individual supervision seems to be insufficient. All participants in training courses receive the offer of coming for supervision, either physically, or through phone/email, but the team found several trainees who had not sought supervision.

4.1.6 Trainers

According to the questionnaire, a large majority of the respondents were very satisfied with the trainers (questions 2-3). This finding is complemented by the findings in the in-depth interviews. The YMCA trainers are perceived as highly competent and trained. The questionnaire didn't distinguish between the external and local trainers, but in the in-depth interviews, the trainees were asked whether they met with obstacles during the training conducted by the foreign trainers. One person mentioned that she had a problem with the non-Arabic trainers. All the courses given by foreign trainers have been attended by a professional translator, as well as assisted by the Palestinian facilitators who would translate. For example, the EMDR training course usually is a 3-days training seminar. But due to the translation and to make sure that language and cultural obstacles are tackled, the seminar has been running over five days. The team explicitly researched whether the translation was a

¹⁶ Written input to Review team from Phillip Dodgson, Peggy Moore, Janet Wright 28.08.07

actual problem, but found that it was not a valid finding as it only had one source.

Rather, several trainees felt that language was not an obstacle at all since many of the techniques do not require lengthy narratives. Both the draw therapy sessions conducted by dr Torben from Denmark and the EMDR-trainings were mentioned as particularly useful and rewarding even if there was translation.

		1	2	3	4	5
2	In my opinion the trainers were competent.	0 %	0 %	0 %	50 %	50 %
3	The trainers were good at communicating the material.	0 %	0 %	0 %	56 %	44 %
4	During the program I participated in the discussions and activities.		2 %		54 %	44 %

An interesting parallel here is the training that YMCA's two supervisors offered in Kosovo in 2006, whereby 12 participants in the training had all the information from an interpreter, but this was not seen as a main obstacle, according to the director of KRCT: "The Palestinian trainers were very practical and 'down-to-earth' when giving us examples, so we did not feel impeded by the translation".¹⁷

4.1.7 Curriculum

In question number 5 in the survey, we asked if there were some important themes that the participants had wished to be included whereby 64% confirmed that.

Among the issues mentioned by the respondents, 12 respondents (of 50) wrote that they wanted even more 'specialized training', 11 mentioned that they missed more information and training about counselling with families, intervention between husband/wife, parents/children and marriage. While five respondents specifically mentioned that they missed more training on how to deal with cases of sexual abuse.

A training manual for "Psychological Trauma" was finalised in its first draft in 2007. The manual (in Arabic) consists of 5 chapters explaining the theoretical and practical aspects of trauma and trauma counselling, as well as providing case studies and activities to promote learning. Main topics include PTSD, PTSD in children, stages of loss, resilience, psycho-educational approaches, therapeutic techniques (EMDR, TIR, prolonged exposure etc), emergency interventions and sexual abuse and treatment of sexual abuse. The manual is not yet printed. The cost of printing and layout for 1000 copies is already charged to the 2005 accounts, but not printed as of August 2007.

For the coming years, there is a plan for developing and 'customising' the EMDR-manual and protocols in Arabic and to the Palestinian cultural/religious setting. According to the EMDR-trainers, a further area of need is for training and clinical support materials to be translated

¹⁷ Phone interview with director of KRCT

into Palestinian working Arabic. A book that outlines some of the work that is being done, through describing anonymised cases could be extremely helpful to other practitioners and to service users in Palestine and elsewhere in the world where there is ongoing trauma, and with refugees and asylum seekers.¹⁸

Assessment: The curriculum used for the various training courses is still being developed and needs more focus and efforts in order to be systematised. It needs special attention, and is not a task that should be added on the Head of Counselling or Training, on top of their already over-loaded daily duties.

4.1.8 Graduate students

During the field survey, a key finding confirmed from a wide range of sources was that the YMCA training for trauma counsellors meets a practical need for training not provided by the formal Palestinian education system. Although the training of university students have not been covered directly by the Y Global projects, some of the students did take part in the CBI-training in 2006 and 2007, thus it is included here.

In Hebron, Bethlehem and Ramallah, we spoke with scores of freshly graduated university students who voiced their frustration with the university curriculum for psychology and/or social work being very theoretic. Several students called it ‘outdated’ and ‘not in touch with the Palestinian reality’ as the curriculum did not include articles dealing with trauma and the Palestinian mental health situation. The YMCA supervisors confirmed this.

The University of Bethlehem, Department of Social Sciences offers a baccalaureate degree in Sociology and in Social Work, in addition to two minors in Psychology and Sociology. It was outside the scope of this review to examine the curriculum offered in the universities in-depth, the team found few references to trauma caused by war and occupation in the psychology curriculum in Bethlehem University.¹⁹ However, in the 3rd and 4th years of Social Work in Bethlehem university system, YMCA takes in students for their field work practicum. According to the head of training in YMCA, the main training topics for the students are the following:

- The intake sessions skills.
- Basic skills in individual and group counselling.
- How to do home visits.
- Assessment skills.
- Reporting and documenting skills.
- How to deal with the personal problems which affect the counselling process.

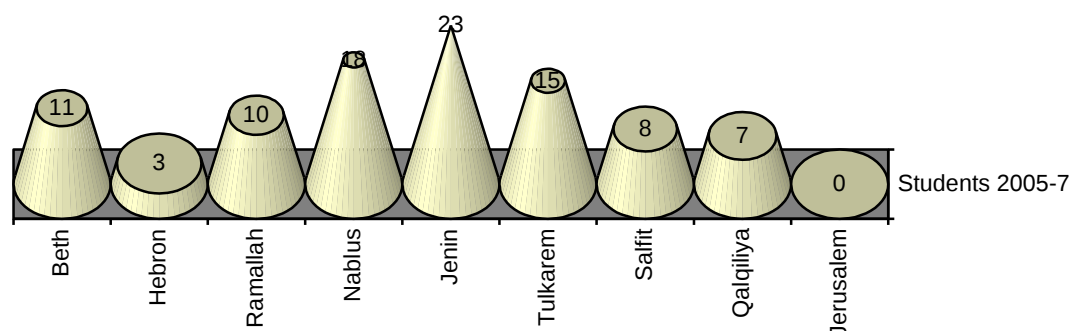
95 university students were taken in by YMCA for their practical fieldwork in the school

¹⁸ Wright, Dodgson, Moore

¹⁹ See curriculum offered for minor in psychology, <http://www.bethlehem.edu/programs/art/social.shtml>

years 2006-6 and 2006-7. Divided geographically, as seen in the Figure below, 23 students came from Jenin, 18 from Nablus, 15 from Tulkarem and 11 from Bethlehem. There were no students from Jerusalem. It is a positive finding to see that a majority (71 of 95) are students from the northern West Bank, as there are less work and training opportunities in the northern cities than for example in Ramallah and Bethlehem. In the latest unemployment statistics from the PCBS, Tulkarem ranged on the top (after Khan Younis in the Gaza Strip).

Figure 3: Number of Students trained by YMCA 2005-7



The only surprising element in the figure above, is that there were only three students taken in for their practical training from Hebron. Hebron University currently offers a BA in Psychology, Classroom Teacher, and Field Teacher under the Faculty of Education. This education was introduced after the Palestinian Ministry of Education took the decision to employ social/educational counsellors in all Palestinian schools. The Faculty of Education in Hebron has currently more than 1050 students (850 females and 200 males), and there is huge demand for absorbing these graduates into the job market. The unemployment rate among university graduates is very high. Students interviewed in Hebron claimed the unemployment rate among graduates to be up to 50-60%.

One plausible explanation for the relatively small numbers of students taken in from Hebron, is that YMCA has started a Volunteer programme with the financial support from Unicef. Under the programmes “Child Protection” and “Psychosocial teams” these volunteers have been given great opportunities for prepare young graduates for work in the ‘real world.’ In Hebron, the team saw a list of 30 graduates who were signed on the Psycho-social team as volunteers. The Unicef programme differs from the others in the aspect that each volunteer is paid \$140 monthly. The volunteer is given a contract with specific tasks and duties. The duties of YMCA are also outlined in the contract.

The team interviewed several ex-volunteers and/or ex-students who had found employment in another organisation shortly after leaving the YMCA volunteer and training programme. One volunteer in Hebron shared the following:

*I feel so lucky to have been offered a volunteer place here [in YMCA Hebron]. There are are long waiting lists, so I know I am among the lucky ones. When I had graduated from from university with a BA in psychology, I was very eager to start using the knowledge I I had acquired, but I had no network and I didn't know any of the organisations working working in Hebron. After I came to YMCA I have learnt so many things, one the most important things is how to systematically make a mapping of psychological and other social/basic needs in a certain geographical area. In my area, we found that there were so many children longing for somebody just to listen to them! In addition, I've gotten to know many other organisations working in the same field, and I hope that I will find a job with some of them.*²⁰

Overall assessment: the YMCA's training of volunteers and graduate students fills a huge demand in the Palestinian society, as it not only gives them the practical experience that they are in need of after four years of theoretical education, but it also gives them a network and contacts for finding employment in the psychosocial field.

4.1.9 International training

EJY as a member of the World Federation of YMCAs and YWCAs has developed many links with YMCAs in other countries of conflict and violence. EJY is also active in networking and lobbyong along with other Palestinian civil society organisations internationally, and has developed many links over the years.

Thus, when the current project was planned, an integrated component was to conduct exchange visits to countries in conflict for sharing knowledge and competencies in trauma treatment. Since 2005, one training seminar has been conducted in Kosovo in May 2006. Two supervisors from YMCA travelled to Kosovo and gave a five-days training in CBI and Butterfly hug for 12 psychologists, psychiatrics and one nurse.

According to the director of KRCT, it is very rare that professionals in Kosovo get this kind of training so she was very excited about it. A crucial success factor according to the director was that the trainers had made a training that was very practical and 'down-to-earth'. This made it easier for the group to join, learn immediately by following the exercises and interact. Many of them brought their clinical cases.

On questions as to whether the staff in KRCT has started applying the techniques, the director confirmed by saying that "many of them use the techniques on a daily basis, especially the drawing techniques with the children".

For her recommendations, the director expressed a clear wish to have more training from YMCA, at least one follow-up training in order to establish a group of trainer in Kosovo that

²⁰ From focus group with volunteers in Hebron 15.08.07

can then continue to train others.²¹

EJY has considered doing a follow-up training and supervision of the partner in Kosovo, but for 2007, and the next year (2008), YMCA has decided to expand to several other countries in Latin-America like Colombia, and it is still exploring options for doing training in Arab countries like Iraq.

For the Latin-America training, EJY has corresponded with the Colombian Federation of YMCAs for conducting training of how to work with children at risk. During the period of the field survey, deliberations were made as to do such a training seminar in December 2007

So far the training has been mainly one-way, EJY's supervisors have done training in Kosovo, but for the future one can also imagine that a true 'exchange' component could be included, which would imply two-ways exchange of knowledge between Palestinian and other trauma treatment experts.

Overall assessment: EJY supervisors and professional possess highly valuable skills in treating traumas. The Kosovo experience shows that EJY supervisors are also fully capable of transmitting those skills to other psychologists and trauma counsellors in their conflict settings. There are two concerns to be kept in mind; a) EJY must be careful not to overload the supervisors who will conduct the training; and b) ensure that the training in Kosovo will be follow-up by supervision and further training.

4.1.10 Awareness

A significant part of the Y Global budget has been earmarked for raising the awareness in the general public regarding issues related to mental health and trauma. The recorded achievements are printing of one awareness booklet – “ana wahid minkom” in 10.000 copies, but there is no documentation of how, where and to whom the brochure has been distributed. The publication is well-made and easily accessible as it is written in the local dialect, not classical standard Arabic. The main theme is however how to include and integrate people with disabilities, and not directly linked to the Capacity-building for trauma counsellors' project.

A documentary film “Safe place” directed by Hanna Musleh, is produced and has been aired once in Bethlehem and attended by the review team. This documentary film is an excellent production, both artistically and from an educational point of view. The director takes the viewer along with the work of the YMCA counsellors; we see how she is helping a child finding a 'safe place'. The child finally finds her 'anchor' in a small tree that is growing and becoming stronger as the counsellor is guiding the little girl.

From another perspective, the film illustrates in a powerful way the tremendous sufferings and fears also the counsellors, the helpers', struggle with. One of the counsellors experiences the loss of many close family members; first one trauma, then a second. This almost destroys her, but through the close supervision of her YMCA colleagues, she manages to maintain

²¹ Phone and email interview with director of KRCT 4.09.07.

herself and coming back to work strengthened.

The documentary film has great potentials for raising people's awareness around trauma and the methods used to help people.

YMCA has developed also an Action plan for the advocacy and awareness campaigns, but so far due to illness in YMCA has not yet been implemented.

Assessment: For various reasons, there is no systematic awareness campaign linked to the capacity-building of trauma counsellors' project that has been implemented yet, but there are great potentials for reaching out to many people if YMCA is successful in contacting local and international tv and media for showing the Safe Place movie and similar types of film documentation.

4.2 Efficiency

When assessing a project's efficiency, we ask to which extent the activities have been cost-efficient, if the project management has used the least costly resources possible in order to achieve the desired results. Thus, an analysis of the budget is needed (see below). The total project costs for years 2005-6 has been:

Year 2005 - 327.026 NOK

Year 2006 - 411.398 NOK

Total 738.424 NOK, equals around USD 123,000

The main budget items have been salary for project coordinator and advocacy officer, promotional material, international travel and fees for trainers, and administrative costs.

With a total of around 120.000 USD for the first two years and around 227 counsellors, social workers and supervisors trained, the per head price per trainee comes down to 530 USD. This is by all measurements a very low price if the result is a highly qualified trauma counsellor. The explanation for the relatively low cost per trainee is that much of the expenses of the international trainers have not been covered by the Y Global project, but by other international organisations such as ex EMDR's HAP and by volunteer contributions from the trainers themselves. The volunteer contributions have not been recorded or registered in the project reports.

4.2.1 Financial management

When assessing *how* the fund has been spent, we need to look at a broken down budget according to activities, and assess the routines utilised for managing the fund. The YMCA Rehabilitation programme has a professional accounting staff and a computerized accounting system. The Y Global fund is kept in a separate sub-bank account. More importantly, the fund is registered in a separate account in the organisation's own computerised system. This makes it easy to trace how the funding from Y Global has been spent. The consultant was given full insight and print-out of all the expenses charged to the Y Global/Norad account for years

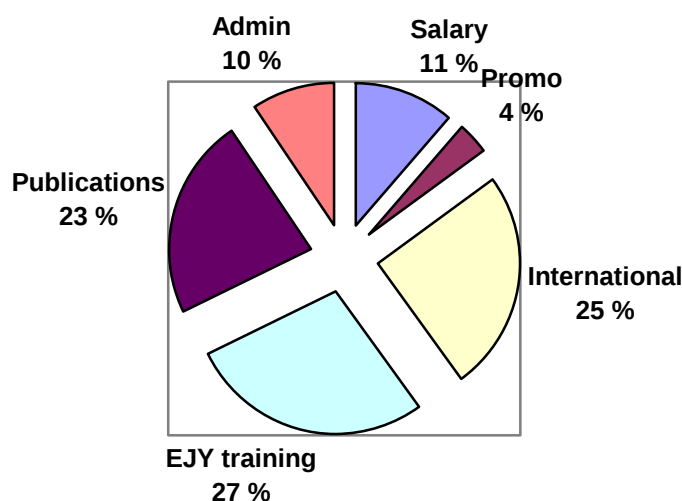
2005-7.

The main challenge was to actually access the payment vouchers and supporting documents for the expenses charged to the project, as these were kept in files in East Jerusalem, and not in Bethlehem. The consultant did get copies of the supporting documents requested, but the point about 'randomised' checking of supporting documents became less useful. YMCA adheres to centralized payment procedures, using checks that need to be signed by three people who are not all in Bethlehem. This system impedes the efficiency of the project, as the team witnessed some delays in issuing payments or reimbursement of expenses. It needs to be mentioned that the whole of EJY is currently undergoing a complete reorganisation, which includes developing their central manual (general vision, mission, policies, strategies etc.) possible also internal financial control routines. The team found weak terms and conditions for the staff working in the YMCA; since 2002, there has only been one rise in salaries, and there is no provident fund for the staff, only the 13th month (end-of-service).

In order to assess whether the project management has used the most cost-efficient methods for procurement or other purchases, the team asked for samples of invoices related to procurement, for example, for the printing of two publications of the value of \$10.000 in 2005, no proper procurement procedures were followed, neither price comparison or bidding process. YMCA's own guidelines state that bidding processes shall be utilised for procurements above a certain amount, but this was not seen by the consultant. Thus, there is no certainty that the most cost-efficient choice was made with regards to the two publications.

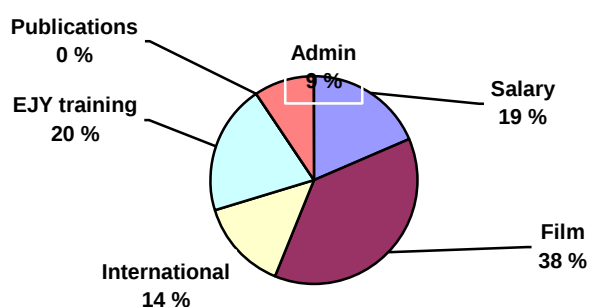
When looking at the actual expenses for the years 2005-6, and as seen in figure 4 and 5, the main difference between the budgets for the two first years, is that in 2005 two publications were charged to the accounts (and contracts were made with the printing house), while for 2006, no publications were produced, but 38% of the budget was spent on producing a documentary film about the trauma counselling programme 'Safe Place'. Y Global in Norway approved the reallocation of this budget item even if the 20% of the cost belonging to accounts for 2006, was paid in 2007.

Figure 4: Accounts distribution for 2005:



The administrative overhead is 10%²², while it's interesting to note that international travel accounts for 25% of the budget for 2005, while only 14% of the budget for 2006, although according to reported activities, there were more international travels for 2006. The explanation for this is that for 2005, the project paid for the airplane tickets of two international trainers (Turkey and Italia), while the international trainers who came in 2006 were paid by other organisations, so no travel costs were spent on international trainers, only accommodation in Palestine.

Figure 5: Accounts distribution for 2006:



4.2.2 Project management

When assessing the project management as a whole, the team found that there is a good flow of information and cooperation from project to partner organisation (only one complaint). YMCA has a comprehensive networking & cooperation with West Bank partners, including governmental agencies.

The main challenge with the project management is that there has not been any assigned project coordinator for the Y Global funded project, and thus nobody has had the full overview of which activities have been funded by Y Global. The training department clearly did not differentiate between the goals of the f.ex Unicef and the Y Global project, and thus, no separate records and list have been kept for training sessions, trainees, curriculum etc. There is no system of collecting and analysing information about participants after each training course, while this could be easily registered by having a separate folder for all information related to the Y Global funded activities.

According to EJY, the overlap between Y Global training and UNICEF training happened because some of the trainees who received the training course were part of the UNICEF funded Psychosocial teams, while at the same time they are representing their organizations in receiving training through Y Global project.

²² 10% overhead is quite generous compared to other YMCA partners such as f.ex Unicef that does not provide overhead at all but gives detailed budget breakdown for running costs, stationary etc.

4.3 Effectiveness

Effectiveness is measured as the achievements of planned goals and results. Comparing the planned and achieved results (see table in 4.1 Achievements), we find that the most important components of the project have been fulfilled. The project has greatly developed the trauma counselling capacity of YMCA's own staff in addition to training more than 100 external social workers, counsellors, and psychologist working in governmental and non-governmental places.

More important than numbers and as seen above, the training that has been offered has been relevant and the trainees report that they are applying the acquired skills and knowledge to their beneficiaries.

The elements of the project that were planned, but not fulfilled were mainly related to awareness work (and some of the reasons were mentioned above) and documenting results:

- Production of awareness booklet. In the annual report for 2005, the YMCA recorded that they were in the process of producing a “pamphlet that addresses the concept of trauma and documents the experience of the YMCA in working with the traumatized.”²³ Instead, the YMCA did produce a brochure called ‘ana wahid minkom’ – I am one of you, addressing the lack of integration of children with disabilities in society.
- Organise live TV programs and presentations for local TV networks and/or produce 6 local TV-series addressing the issue of working with the traumatized. These activities were not done under this project. EJY consulted Y Global to reallocate the budget by adding more money to the documentary film production by using the money allocated for the TV program, as the film might cover the objective of the TV program.
- A training manual in trauma treatment for the supervisors and trainers in the programme has been developed, but not printed and distributed at time of this writing. Here EJY contracted external professionals.
- Documentation of results; results of the training are there, but has so far not been documented in a systematic manner, this is also related to the weak filing and archive systems in the Training Section.

Assessment: The project has been highly effective in obtaining most of the planned results in terms of training its own staff and counsellors and psychologists from other organisations. While, the weaker side of this project is related to transferring knowledge from the YMCA staff and onto written documents and documenting results.

The great results obtained by using the EMDR methodology has so far not been documented in writing or filming, but this is an area where EJY can explore the potentials. EJY supervisors also expressed a wish for producing an EMDR-training manual. This MTR

²³ Quoted from Annual Report to Norad 2005, March 2006.

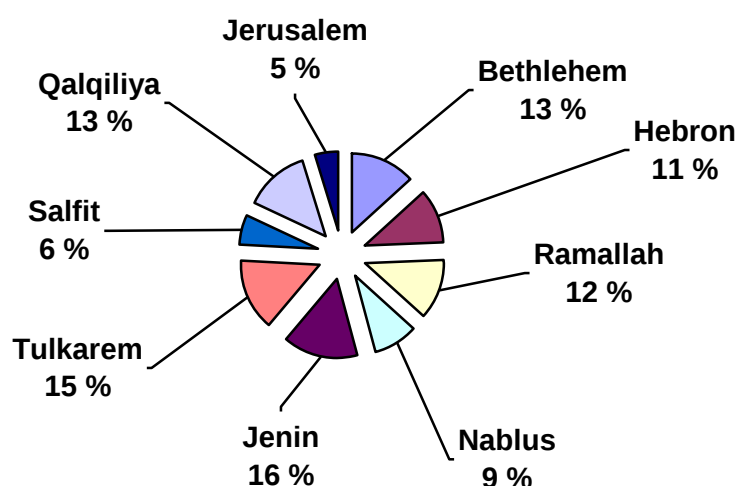
encourages EJY to plan for such material with a budget. This implies that a supervisor with a full-time (and often more than that) job cannot be expected to produce written material on top of his/her existing job.

4.4 Sustainability

The nature of the project entails capacity building for the organizations to carry out the activities by means of qualified counselors who are capable of continuing the work independently. i.e. these trainers - upon receiving the training - will train the others in this sphere.

In that way, the project's idea and concepts are replicating itself, something which adds to the project's sustainability. The finding was documented by looking at the numbers of training courses now being provided, not only in the YMCA center in Beit Sahour, but spread out all over the West Bank. As seen in the figure below, there is an impressive balance between the geographic districts as where the trainings have been held.

Figure 6: Geographic distribution of Y Global training courses 2005-7



From interviews with external professionals, counselors and psychologists, the team found that the trauma training concept is being replicated in other institutions like the TRC in Ramallah and being considered in other institutes. This implies the project is built on a highly sustainable concept.

For financial sustainability, health and – maybe in particular, mental health, can rarely sustain itself financially as beneficiaries are (usually) neither willing nor able to pay a lot for consultations. But some beneficiaries and institutions *are* willing and able to pay for highly qualified training and services, thus the notion of charging fees for training has been discussion in YMCA for some time. The discussion is centered on the following points:

- YMCA is humanitarian (not profit) organisation, how will YMCA's image be affected if it starts charging for the training?

- Will those asking for training be different if EJY asks them to pay? I.e. will only social workers and counsellors who work in private organisations that can afford to pay come to the training courses?
- YMCA needs to strengthen its sustainability as it is a principle for all YMCAs globally, and it needs to generate income. One option is to develop differentiated rates for training, in other words; governmental bodies that can not pay as a policy, so their counsellors should be allowed for free, but all other could pay (at least something symbolic).

Assessment: YMCA is on the right way of reflecting how it can be better at generating income for a highly-sought after, and valuable, competence and skills. By increasing its efforts at documenting the results of the trauma treatment, such information can be used for disseminating information about EJY's operations as well as in local fund-raising initiatives.

4.5 Gender

The project is mainly targeting survivors/victims of political violence, for example people who have been directly assaulted by the occupation army, imprisoned, tortured or in any other ways been abused and violated due to the political violence. Included are also husbands, wives, daughters, and sons of martyrs and prisoners affected directly or indirectly by political violence.

Gender-based violence is not directly targeted in project, but counselling is given to beneficiaries when no referral institutions are available in the area. The examples was given in areas where YMCA works where there is no specialised institutes or organisations working with survivors of sexual abuse, domestic violence or other harmful practices indirectly related to the conflict like marrying of widows to martyrs' brothers etc.

YMCA has conducted training on gender-based violence (domestic violence, sexual abuse, marriage counselling etc) under a project funded by UNICEF. It is however, seen as a difference in training social workers, counsellors and psychologist to identify symptoms of gender-based violence that to actually do the treatment and the counselling themselves.

There seems to be relative agreement among staff in YMCA that it should not directly target victims of gender-based violence, although important voices were heard arguing that violence against women and children often come as a result of the impact of the conflict, and cannot be seen in isolation of the political violence.

Several reasons were given by EJY field staff for why gender-based violence should not be included in EJY's work:

- There are many organisations specialised in dealing with domestic/sexual abuse and violence
- There is no law punishing perpetrators of such violence, and there is no law and/or law-enforcement mechanisms protecting people working to help or counsel victims of domestic/sexual violence.

However, the EJY management team stressed that even if the above points are valid, the main reason for EJY not becoming involved is “that the YMCA has no capacity to cover all social needs, but tends to focus its work on the survivors of the political violence, including victims of gender – based violence when related, directly and indirectly to political violence.”²⁴

The team found that EJY has not fully explored what gender mechanisms can facilitate women and men’s access into the project. Although the percentages of women vs. men in the training is almost 70/30, and EJY stated that it has provided baby-sitting facilities during workshops and training sessions, several informants to the MTR, mentioned that since the training courses usually take place during summer (and school vacations), they would appreciate if EJY could facilitate children’s care facilities during training.

On the same level; of analysing gender mechanisms for access, counselling men and fathers is still not widely spreading and needs more collective efforts on the awareness and cultural levels. EJY acknowledges that other measures are needed to encourage men’s involvement in the project; fathers’ are the ones hardest to reach according to the YMCA counsellors, and thus YMCA is exploring how to reach them and how to reduce the stigma and ‘shame’ that many men (and women) feel when approaching psychologists.

Assessment: YMCA’s current written document (soon-to-be strategy) does not include targeting survivors of gender-based violence which is not related to political violence. There is no uniform understanding as to what constitutes “gender-based violence” versus “violence against women which is indirectly or directly linked to political violence”. The team recommends that EJY look into this issue and defines more clearly how it can integrate a gender perspective in its work.

4.6 Public audit – integrity

Regarding issues of participation in budgeting and financial reporting, internal control and audits, the team found several weaknesses.

First of all, the planning process internally in the team conducting the trainings has not included budgeting. Plans and budgets were not matching each other for the first two years (2005-6) and the team met great challenges when trying to understand which expenses had been charged to the project, as there was no direct links between activities presented in the Norad plans and the budgets.

For 2007, this has changed and YMCA has presented a draft budget to Y Global with a more detailed budget break-down; on activity level that match the narrative plans.

The psychologists admitted that they did not like budgeting and controlling funds. Thus, financial matters have been left for the upper management and the accountant.

End-users of the project were not found to be familiar with who is funding the training nor

²⁴ EJY’s comments to Draft Report 20.9.07

how much funds come to the community. This might be related to the fact that this is a small project for EJY, less than 4% of the budget.

Announcing training opportunities have so far not been made public, EJY has invited people from various mental health and civil society organisations working with psycho-social support, depending on EJY knowledge. In order to improve the transparency and accountability towards the public, announcing in the media would ensure equal access for all who are qualified and committed. Another option is that EJY could consider using so-called ‘public audits’, which implies making the budget and accounts known for the end-users through open meetings or through the media.

Summary: The transparency and accountability from YMCA towards Y Global is high, but it was found to be weaker towards stakeholders (staff in YMCA) and the project’s end-users (in this case; trainees).

4.7 Risks

The main risks attached to this project and the work of YMCA is that the psychosocial sector is not regulated by Law, and there is no centralized system for licensing and corresponding quality control.

Another risk is that the increase in non-professional NGOs/GO in psychosocial field might reduces the credibility of the sector as a whole (and might affect YMCA’s access to beneficiaries). Furthermore, the ongoing trauma due to political situation makes both beneficiaries and treatment in big need.

When discussing potential unintended effects of the EMDR-training, YMCA is acutely aware of the need to continuously keeping control in over who are practising the advance techniques. The lack of EMDR licensing & legal status has created a need for YMCA to take a central position in licensing and quality control of EMDR in Palestine, which will require more recourses/a budget.

A risk on a completely different level, is the fact that the YMCA has experienced being attacked (in Qalqiliya) by a marginalised extremist group²⁵ manipulating YMCA’s Christian profile and calling it a missionary organisation. This incidence took place after the so-called ‘cartoon crisis’. Also in Hebron YMCA had to take special care and talk with people in order to hit back the attempts from mosques to blame YMCA for the blasphemic actions in Europe.

²⁵ According to EJY as the MTR had no information about who was behind the attack.

4.8 Partnership cooperation Y Global & EJY

Cooperation and communication between Y Global and YMCA was found to be frequent and close. The team saw frequent email correspondence, especially in the planning and reporting phase. Y Global's 'project wheel' seems to be well known among the local partner, although compliance with deadlines varied.

Cooperation and communication is not only on project-related issue, but also on issues pertaining to the political situation in Palestine, arenas for lobbying and advocacy work in Norway (ex youth camps, politicians etc). Y Global takes part in both the Joint Advocacy Initiative and the Olive Tree Campaign. Local YMCA-YWCA branches in Norway also take part in the campaigns and have been fundraising for it.²⁶

There is high level of cooperation through the Fredskorpset (hereafter PeaceCorps programme), in which Y Global has actively encouraged cooperation between Palestine, South Africa, Armenia, Bangladesh and Sri Lanka. Y Global's south-south exchange is built on the concept that cooperation should develop between the YMCA-YWCA partners independently of Y Global's involvement. Y Global tries to facilitate contact by organizing annual partner meetings and can assist in funding travels if there are proper plans for such south-south exchange.

The funding from the PeaceCorps has greatly helped in organizing the annual Partnership seminars. For the YMCA-YWCA's that are not involved in the program, Y Global covers their expenses so they can join in the annual meetings. Y Global also tries to assist their partners in developing sustainable administrations, for example, in 2002, all YMCA-YWCA' partners of Y Global met in Bangladesh, where this issue was discussed. Since both the YWCA and YMCA Bangladesh have good experiences in how to generate local income, the other branches were brought there to learn from Bangladesh. Palestinians were not there due to visa problems. The structure for south-south exchange has been tried out for transferring the YMCA knowledge and competence in trauma counseling to other countries, but so far this has not generated any specific results.

Main obstacles or challenges in the cooperation are linked to aspects of the project management, i.e. planning and reporting. YMCA suffers from late transfer of funds and delayed signing of contracts. In 2007, the contract was signed on April 30, and the first transfer of funds made simultaneously. While Y Global suffers from delays in receiving reports and plans when trying to keep their deadlines to their back donor, Norad.²⁷

²⁶ YMCA-YWCA in Torvastad has been fundraising for Olive Tree campaign in 2005, 2006. And also TT Youth festival for 2007 whereby 2500 youth participated collected and fund-raised for 1500 olive trees.

²⁷ In 2007, transfers from Norad came late, in March 2007.

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ANNEXES

Annex I Terms of Reference

1 Background

East Jerusalem YMCA (EJY) was established in a refugee camp tent near Jericho in 1949. The EJY works with all sectors of Palestinian society without discrimination, but with a focus on Holistic Youth Development that relates directly to the needs of Palestinian society. The Rehabilitation Program of YMCA in Beit Sahour was initiated in 1989 as a response to the ongoing first Intifada by a dedicated group of professional staff.

The Program targets people with physical disabilities and traumatised victims of political violence and torture, females and males, between 0 and 35 years of age. The EJY provides a number of services in the field of rehabilitation and psychosocial counselling including group and individual counselling, counselling for traumatised children and youth as well as victims of torture, family counselling and intervention, Play therapy and art therapy for affected children particularly victims of violence, training in PTSD, EMDR and other tools.

The project “Capacity-Building for Trauma Counsellors of EJY Rehabilitation Programme” (PAL 04/330) was initiated in 2004 and approved for funding by Norwegian Agency for Development Cooperation (Norad) and Y Global for 2005-6. Later the project was renewed for additional three years (until 2009).

The project connects directly to the above-mentioned services with the following project goal:

- Increased capacity level of the psycho-social counselling organisations in Palestine and transfer of knowledge to other conflict countries.

For all its activities the YMCA tries to co-ordinate with other Civil Society Organisations (CSOs) operating in the same fields and Palestinian National Authorities. EJY has provided training for some large number of staff of these organisations on counselling related issues, including all the school counsellors of the Palestinian Ministry of Education, the social workers of the Ministry of Social affairs, the social workers of UNRWA, teachers of kindergartens.

The “Capacity-Building for Trauma Counsellors” project follows the same pattern, and is executed in collaboration with other CSOs and government institutions.

KFUK-KFUM Global (hereafter Y Global) was established in May 2004 as a merger of all international operations within the YMCA and YMCA in Norway, of which Delta international was the largest. Y Global dates back to institutions and operations that have been working for more than 50 years from initially with sponsorship programmes and ‘children adoption’ in the South, there is now a clear development and partnership agenda in the co-operations with YWCAs and YMCAs in the South.

Y Global is an independent Christian, ecumenical, humanitarian organisation, responsible for international programs and partnership co-operation in diaconal activities in the Norwegian YWCA-YMCA and in the Norwegian YWCA-YMCA guides and scouts movement. The two organisations today have the direct ownership of Y Global, and have approximately 30.000 members.

The cooperation with EJY which dates back to 1965 has encompassed different interventions such as emergency responses to critical situations, like a psycho-social rehabilitation programme for children who were present in the Hebron mosque massacre (1994), or the rehabilitation of boarding section of Jericho YMCA VTC after the release of several hundred detainees to the area. Other programmes have been more ongoing programmes, like the VTC in Jericho, or central administrative tasks in the EJY staff. Y Global has also supported the joint advocacy desk of EJY and YWCA of Palestine, and been instrumental to a number of exchange programmes for youth volunteers and for staff members.

The current project “Capacity-Building for Trauma Counsellors of EJY Rehabilitation Programme” has been supported since 2005 and will last until 2009. Since then, the total project costs²⁸ have been:

Accounts 2005 – NOK 327.026, Accounts 2006 – NOK 411.398, Applied for 2007 – NOK 673.498

Applied for 2008 – NOK 568.134, Applied for 2009 - NOK 495.558

The Midterm review (MTR) has been jointly planned by Y Global and EJY; the drafting of the TOR and selection of consultants have been done in a participatory process. The review will be carried out by a team of external consultants; one Norwegian and one Palestinian, and funded by Norad and Y Global.

2 Purpose, context and intended use

The MTR review is initiated to assess that the project is on the right track to achieve its goal. The main purpose of the review is to promote learning among the cooperating partners EJY and Y Global in addition to other relevant parties like local authorities, NGOs, as well as the external donor Norad.

It will be a participatory review process aimed at including stakeholders to a large degree. The main findings will be shared in a seminar where the target group and beneficiaries will be invited. The final report will be published in English, and an executive summary will be translated to Arabic.

3 Scope of work

The MTR should map the different activities, results and achievements of the project. Based on the findings make an assessment of the project according to relevance, effectiveness, efficiency, impact, and sustainability.

The findings can also be presented in a SWOT analysis.

- Relevance: - is the project a priority for national authorities’ plans, relevance to MDG, UN SCR 1325, PRSP, and/or other national plans for mental health.

- to what extent are the objectives of the programme still valid? Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?

- are the activities and outputs of the programme consistent with the intended impacts and effects?

- Effectiveness; assess to which extent the project objectives have been achieved or are likely to be achieved towards the end of the project in 2009? What were the major factors influencing the achievement or non-achievement of the objectives?

- Efficiency; assess to which extent the activities have been cost-efficient, has the aid used the least costly resources possible in order to achieve the desired results. Were objectives achieved on time? Was the programme or project implemented in the most efficient way compared to alternatives?

- Impact; the positive and negative changes produced by project, directly or indirectly, intended or unintended. What impact has the project made on counsellors and their work situation? - What has happened as a result of the programme or project? What real difference has the activity made to the beneficiaries? How many people have been affected?

- Sustainability – is concerned with measuring whether the benefits of an activity are likely to continue after

²⁸ Total project costs include Y Global’s 8% admin share.

funding has been withdrawn. What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project? Is the project financial or professional sustainable? Assess the techniques employed by professional staff and consider potential replicability of these.

- Risk management; what are the major risks to this project and how has the project management dealt with it and tried to prevent negative effects of the risks.
- Audit: the consultant will go through the institutional audit reports for the EJY from 2005 and 2006 and do an assessment of financial management routines, narrative and financial reporting.
- Anti-corruption measures – What is done to prevent corruption?
- Gender issues, knowledge and understanding of gender based violence related to the conflict and the particular needs for women and girls in a situation of war and conflict. Are the priorities in Norway's Action Plan for Women's Rights and Gender Equality in Development Cooperation and the Action Plan for implementation of UN Resolution 1325 reflected in the project?
- Partnership between EJY and Y Global with focus on the extent of mutual understanding and communication, how does EJY perceive the follow-up from Y Global, which areas of the partnership should be strengthened?

4 Implementation of the review

Sources of information and methodology; the external evaluation team will be asked to present an evaluation methodology and it is expected that a range of tools like users' survey, focus groups and interviews will be utilized. Y Global and EJY are committed to provide all project documentation and project accounts for the team.

Division of responsibility; Y Global and EJY will be jointly responsibility for the consultants' team, but the focal point of contact is Y Global's Advisor Middle East/Deputy International Director. The contract will be between the Y Global and the Norwegian team leader that will contract a Palestinian psychologist within an agreed upon budget frame. A Norwegian psychologist (under education) will be nominated by Y Global, but approved by the team leader, to strengthen the professional capacity of the team. Her expenses will be covered by Y Global.

A reference group will be established in Norway by Y Global. The reference group will comment on the drafting of the TOR, take part in the presentation of the draft report, give their comments and input to that.

Timetable for preparation, field work and finalization of report; the preparation for the MTR will commence in June 2007, the field survey will be carried out in August and a draft report should be submitted to Y Global and EJY no later than September 3rd 2007. The cooperating partners will be given 2 weeks to comment and the final report should be ready by September 24, 2007. Budget will be negotiated with the consultants.

5 Reporting

The report should be well-structured and include the following points Background, Methodology, Obstacles, Overview of EJY Rehabilitation program, Project SWOT, Findings, Assessments, Conclusions, and Recommendations. The report should be no longer than 40 pages, excluding annexes.

The report should contain an Executive Summary with main findings, conclusion on lessons learned and recommendation(s). The report should be submitted in electronic form, with an Arabic translation of the Executive Summary to be submitted 2 weeks later.

Annex II List of people and institutions consulted

NAME	INSTITUTION
Kjersti Lindøe	Y Global, Oslo
Kjetil Østnor	Y Global, Oslo
Eilert Rostrup	Former director, Y Global, Oslo
Andre' Batarseh	General Secretary, EJY
Nader Stephan	Acting Chief Accountant in EJY

YMCA REHABILITATION PROGRAM – BEIT SAHOUR

Nader Abu Amsha	Programme director, YMCA Beit Sahour
Nidal Abu Zuluf	Deputy director
Mona Zaghroot	Head of Counselling and Supervision
Khawla Al-Azraq	Head of Training
Ferdoos Abed-Raboo	Supervisor
Wadee Alyatem	Accountant
Buthaina Qumsieh	Advocacy coordinator
Merwan Al-Ahmar	Social Worker

YMCA REHAB PROGRAMME - FIELD OFFICES

Ala Aby Ayyash	Supervisor, Hebron
Mohammad Mahajneh,	Supervisor, Jenin,
Ibtisam Adeeleh	Supervisor, Jerusalem
Omameih Sharoor	Supervisor, Tulkarem
Mahmoud Kitani,	Counsellor, Tulkarem
Lama Odeh	Supervisor, Ramallah

Faten Sho'abi	Counsellor ,Nablu
Helmiye El-Qo'a,	Counsellor, Tulkarem
Abdel-Rahman Selman	Counsellor, Salfit
Waleed Riyahi,	Counsellor, Ramallah
Wafa Mohammed Deeria	Social worker, Hebron
Nader Khalaf	Counsellor, Hebron
Mustafa Amer	Supervisor, Nablu
Imad al-Arda	Counsellor, Jenin
Salam Hamarsheh	Counsellor, Jenin

EXTERNAL PARTNER ORGANISATIONS

Samir Sulmein	Ministry of Education, Tulkarem
Muhammad AbuElba	Ministry of Education, Tulkarem
Josef Rabai'i	PRSC Hebron
Niala Herbawi	Ministry of Health, Hebron
Dr Iyad El-'Azza	Ministry of Social Affairs
Hiba Sharif,	SOS Village – Psychosocial center
Sirin Abu Samaha,	psychologist in PRSC
Rabah Jabr	Head of Rehabilitation and Ability Development Programme, Ramallah, Palestine Red Crescent Society
Rihan El-Qaymari	Educational counsellor, UNRWA – Ramallah
Dialla Mathat,	Clinical counsellor, UNRWA – Ramallah
Muhammad Alsalaimeh	Supervisor, UNRWA – Ramallah
Manar Arar	Counsellor, Treatment & Rehabilitation Center for Torture Victims (TRC), Ramallah
Suheir al-Jo'aba,	Head of the Psychological Unit, TRC, Ramallah
Khader M. Rasras	Chief Clinical Psychologist, Technical Operations Manager, TRC, Ramallah

Ahmad Hawamdeh,	Project Coordinator, Union of Social Workers, Hebron-branch
Shadi Amer	Elected member of Union of Social Workers, Hebron, educational counsellor, Ministry of Education, ex-volunteer in YMCA
Jawad Fanasheh	Elected member of Union of Social Workers, Hebron-branch, ex-volunteer in YMCA
Majed Abu Arem	Elected member of Union of Social Workers, Hebron-branch
May Shami,	Educational counsellor, Ministry of Education, Tulkarem

VOLUNTEERS

Sumoud Abu Ayyash	Social worker, Volunteer, Hebron
Moner Azmi Amro	Counsellor, Volunteer, Hebron
Mohammad Abu Kniran	Counsellor, Volunteer, Hebron
Saher Adell Sleebe	Counsellor, Volunteer, Hebron
Munzer Jaradat	Counsellor, Volunteer, Hebron
MaysaMahasien	Counsellor, Volunteer, Hebron
Asma Bicher	Social worker, Volunteer, Hebron
Sawsan Mahbub	Volunteer, Bethlehem
Fares Al-Atrash	Volunteer, Bethlehem
Nidaa Zahran	Volunteer, Bethlehem
Hiba Abu Salem	Volunteer, Bethlehem
Assifa AlHboob	Volunteer, Bethlehem
NahlaHameeda	Volunteer, Bethlehem
Shireen Ammouri	Volunteer, Ramallah
Elham Hamdan	Volunteer, Ramallah
Nisreen Tabakhna	Volunteer, Ramallah
Sohad Dorowsha	Volunteer, Ramallah
Malik Abu Khalil	Volunteer, Ramallah
Younis Harfoush	Volunteer, Ramallah

Amjad Suleiman Volunteer, Ramallah

INTERNATIONAL NGOS

Fadia Daibes	Representative, DanChurchAid
Asmahan Wadi	Unicef
Steinunn Bjorgvinsdottir	Unicef
Leila Atshan	Supervisor Unicef, and former staff/Consultant with YMCA
Feride Rushde	Kosovo Rehabilitation Torture Center

EXTERNAL TRAINERS (interviewed by email)

Phillip Dodgson	EMDR-trainer
Janet Wright	EMDR-trainer
Peggy Moore	EMDR-trainer
Torben Knuth-Winterfeldt	Draw Therapy trainer (no reply)
Emre Konuk	EMDR-trainer (no reply)
Giovanni Crivello	TIR-trainer (no reply)

Several of the external trainers were contacted by email and phone, but were unable to give their inputs.

Annex III Survey results

Evaluation form of trauma counselling training

Sex:	Male: 16	Female: 34		
Age:	<25: 5	25-30: 26	30-40: 12	40-50: 7

25 (of 50 in total) respondents trained in EMDR

		Rating 1 (I totally disagree)	rating 2 (somewhat disagree)	rating 3 (neither agree or disagree)	rating 4 (somewhat agree)	rate 5 (totally agree)
1	I felt that the level of the training was appropriate for my previous level of knowledge.	10 %	10 %	4 %	44 %	30 %
2	In my opinion the trainers were competent.	0 %	0 %	0 %	50 %	50 %
3	The trainers were good at communicating the material.	0 %	0 %	0 %	56 %	44 %
4	During the program I participated in the discussions and activities.	0 %	2 %	0 %	54 %	44 %
5	During the program there were some important themes that I wished had been included.	2 %	14 %	22 %	42 %	22 %
6	Flashbacks and avoidance are symptoms of PTSD.	2 %	2 %	2 %	50 %	36 %
7	Sadness and grief are primary symptoms of PTSD.	0 %	8 %	2 %	40 %	44 %
8	I have broad knowledge of how trauma can affect children.	0 %	4 %	12 %	40 %	40 %

9	I am able to recognize when I don't have sufficient knowledge to treat a trauma patient.	2 %	2 %	6 %	58 %	28 %
10	I know how to differentiate between symptoms of PTSD, severe depression and normal grief reactions.	0 %	2 %	16 %	48 %	26 %
11	I know how to meet people that have been traumatized.	0 %	2 %	12 %	56 %	20 %
12	I have mainly confirmed previous knowledge during this training.	0 %	0 %	2 %	34 %	60 %
13	I have learned specific techniques on how to treat traumatized people.	2 %	0 %	12 %	42 %	34 %
14	Draw therapy is an important part of EMDR.	18 %	18 %	14 %	24 %	2 %
15	EMDR is a way of placing the trauma in the past, and prevent it from reappearing.	8 %	8 %	24 %	22 %	16 %
16	I can offer better treatment for traumatized people after attending this training.	2 %	4 %	16 %	44 %	30 %
17	I believe that my clients benefit more from my contribution now, than they did before I attended this training.	0 %	2 %	10 %	34 %	52 %
18	At my work routines have changed as a result of new training.	0 %	6 %	12 %	42 %	38 %
19	I have now expanded my tasks at work as my competence has increased.	0 %	4 %	12 %	46 %	36 %
20	I find that I now am able to give advice to my coworkers about issues covered in the program.	0 %	0 %	14 %	44 %	40 %
21	I am implementing new techniques in my work after this training.	0 %	0 %	18 %	40 %	40 %
22	I find that I have broadened my reflection/thinking on the issues and problems my clients bring.	0 %	0 %	6 %	44 %	48 %
23	I know exactly what the correct treatment is, when I meet new clients.	0 %	8 %	24 %	54 %	14 %

24	This training has made my job more meaningful.	0 %	2 %	12 %	34 %	50 %
25	I am confident to use new techniques/knowledge I have learned when I now meet clients.	0 %	0 %	8 %	58 %	34 %
26	I have acquired better awareness of my strengths as a trauma counsellor.	2 %	0 %	10 %	56 %	30 %
27	I have acquired better awareness of my limitations as a trauma counsellor.	2 %	4 %	6 %	64 %	24 %
28	I feel somewhat insecure when I use the new techniques.	12 %	46 %	16 %	18 %	6 %
29	The training has strengthened my self esteem in work related issues.	0 %	2 %	4 %	58 %	36 %
30	I believe that I am able to reach the goals that I set for myself (self-efficacy)	0 %	0 %	2 %	60 %	38 %
31	I feel comfortable to ask for professional guidance.	0 %	0 %	2 %	44 %	54 %

Annex IV Overview of planned and achieved results

Outputs 2005:

November 2005: 5-day Part I EMDR (Eye Movement Desensitization and Reprocessing) training to 24 Palestinian therapists working for mental health agencies in the West Bank. The training took place at the East Jerusalem YMCA Rehabilitation Center in Beit Sahour.²⁹

November 2005: Training in TIR ("Post Traumatic Incident Reduction") by Italian Giovanni Crivello for 8-9 YMCA staff (supervisors)

Production of one awareness brochure 'Ana Wahid minkom' (I am one of you) in 10.000, dealing with perception of disabled persons.

Charging of costs for one training manual (to be printed in 1000 copies).³⁰

December 2005 – Fact-finding mission to Kosovo to establish potential cooperation with trauma treatment centres. team consisted of Director of Rehabilitation programme, and supervisors from Hebron and Tulkarem.

Outputs for 2006:

1. February 27 – March 3, 2006: 5-day Part II EMDR training, for 25 participants, took place. The Part II team was Jim Knipe, Janet Wright, and Philip Dodgson, PhD, East Sussex, UK.
2. February 2006 – EMDR-trainer Emre Konuk from Turkey provided case consultation to the therapists being trained between Phase 1 and 2 of the EMDR
3. May 2006 - Training in KRCT by two YMCA supervisors in 4 days CBI and 1,5 day of Butterfly techniques for 15therapists.³¹
4. October 2006: 6 CBI training seminars conducted by YMCA's own staff in different locations: Beit Sahour, Tulkarem, Jenin, Qalqiliya, Hebron and Ramallah.³²
5. Nov - December 2006 – Draw Therapy course by Torben Knuth Winterfeldt
6. International training:
 - Participation in 2 EMDR conferences (Turkey, Paris) + presentation of paper in Paris by Center Supervisor and Head of Supervision and Counselling Section

²⁹ Costs for the training shared between Humanitarian Assistance Program of the EMDR International Association, Y Global fund covered air ticket for Mr Suket Emre from Turkey, translation during seminar.

³⁰ Amount of \$5500 charged for layout and printing of Training Manual developed and written by Jamal Dakduki, trainer of the UNICEF Psychosocial Programme and Mahmoud Saeid

³¹ Ferdoos Abed-Raboo & Ibtisam Adeeleh (May 2006), "Report on Training staff in KRCT in Kosovo"

³² Fees for trainers and transportation costs for participants covered by Y Global project.

- Participation in 1 international EMDR-training combined with supervision (Germany), by Center Supervisor and Head of Supervision and Counselling Section
7. Signing of contract and preparation for production of documentary film on Trauma in Palestine by director Hanna Musleh.

Planned outputs for 2007:

1. 30 graduates are well trained, confident and ready to start working in the field of counselling
2. 30 well trained social workers capable of rendering the psychosocial counselling services to traumatized
3. 25 counsellors of YMCA Rehabilitation Program are trained and well equipped with the trauma counselling techniques
4. 2 counsellors of the YMCA Rehabilitation Program are professionally trained in the sphere of EMDR and are qualified to train the others in this field
5. The organizations that are rendering services for the traumatized are more aware of this professional and advanced technique of EMDR in the Palestinian context.
6. Presenting film and media attendance by YMCA

YEAR	Planned ³³	Achieved ³⁴
2005³⁵	Employ Project Co-ordinator	No project coordinator employed, but project pays salary for administrative assistant
	Conduct 3 advanced training for the 9 YMCA trainers on trauma counselling, to be done by international trainers, each for seven training days	1 advanced 5-days EMDR for 24 participants, incl 9 YMCA staff 1 advanced 3-days training TIR for 9 YMCA trainers
	Produce an updated training manual on Trauma Counselling	Not implemented
	Produce written materials on trauma and counselling and distribute them widely on the public	Produced 1 awareness brochure on disability, NOT brochure on trauma and counselling
	Organise live TV programs and glims ³⁶ in the local TV stations on trauma	Not implemented, replaced by adding to the cost of the film.

³³ Information compiled from Plans and reports to Norad, and YMCA's own annual plans

³⁴ Information compiled from reports, verified through expenses charged to Y Global accounts and interviews.

³⁵ Contract between EJY and Y Global was signed on Sept.29, 2005, thus only 3 months implementation.

³⁶ TV-spots were produced in 2006 with funding from Christian Aid.

	Transfer of YMCA knowledge and skills in trauma counselling	7 days fact-finding mission by YMCA director and 2 supervisors to Kosovo, established contact KRCT
2006	Project Co-ordinator in work 2 nd year	No project coordinator employed, but project pays salary for admin assistant
	Conduct an advanced 7-day training on trauma counselling for the 9 YMCA Trainers	Done; Part I EMDR (Eye Movement Desensitization and Reprocessing) training to 24 Palestinian therapists
	Organise live TV programs and presentations for local TV networks and/or produce 6 local T.V. series addressing the issue of working with the traumatized. ³⁷	Not done in this project
	Produce a professional film on traumatised cases and counselling interventions	Film production started in 2006, completed in 2007
	Produce written materials on trauma and counselling and distribute them widely on the public	Work in progress to produce Training Manual
	Train 2 international organisations working with traumatised children and youths, in conflict or disastrous areas	Trained 1 institute in Kosovo
	Organise ten 7-day training courses (10 persons each) on Trauma Counselling for local Governmental organisations and NGOs	5 training seminars (CBI) conducted in West Bank for 150 trainees
2007	Training groups of graduates from the Palestinian Universities (Department of Social Service and Psychology) in the purpose of providing them with various intervention skills	No project coordinator employed, but project pays salary for admin assistant
	Training a group of social workers who are working in the sphere of trauma in West Bank and providing them with advanced skills in dealing with the traumatized.	Part I+II EMDR (Eye Movement Desensitization and Reprocessing) training to 24 Palestinian therapists
	Training for the counsellors of the YMCA Rehabilitation Program in dealing with victims of trauma	Planned training in November 2007 with Helga Matthes
	Two trainers of the YMCA Rehabilitation Program receive an advanced level of training in EMDR by the High Institute of EMDR in Europe	Done (Paris, Turkey & Germany)

³⁷ Both items were mentioned in the Annual Plan for 2006, and Report 2005 (written in March 2006)

	Preparing and presenting a paper in the field of traumatized children in the workshop of EMDR	Done (Paris conference)
	Opening for the film produced by the YMCA Rehabilitation Program in the field of promoting awareness regarding mental health and trauma.	Film "Safe Place" aired in Dar Al-Nadwa in Betlehem with brief panel debate afterwards
	Organizing and conducting a training course in counseling traumatized children and youth in Colombia and in another country in South America	Contacts and correspondences made with Colombia YMCA, training planned in December 2007
	Follow up training and supervision to be conducted at the end of the project for the centres trained in Kosovo and South America.	Not yet

Annex V Indicators

Indicators	Means of Verification
1. People who have been trained get jobs easier	1. Records of trainees history, employment history
2. In the beginning few organisations sent people to take part in training	2. Interview with staff in YMCA/partner organisations
3. Time used to help a beneficiary has been reduced, records	3. Patients records
4. People are better suited to train others	4. One trainee was training others (newspaper clipping)
5. Huge demands for accessing training	5. Waiting list to get into training
6. Number of people seeking aid increasing	6. Records in the field offices
7. People have confidence and trust in our training	7. Interviews/survey?
8. Counsellors more confident in the intake with the beneficiaries	8. Interview with beneficiary, feedback from beneficiaries
9. Increased referral of beneficiaries to YMCA	9. Registration of beneficiaries - Beneficiaries records
10. Volunteers & students are better suited to work in YMCA, can help better	10. Monthly reports & feedbacks, increasing demands
11. Increasing number of volunteers & students	11. Records of volunteers in field offices
12. Counsellor developed on a personal level	12. In-depth interview
13. Butterfly technique and EMDR have short techniques give quicker results	13. Beneficiaries records (pre and post)
14. Training in EMDR gives a good image among us as trainers – have a professional	14. Increased demands for our training
15. Training helped counsellors to be better qualified to work (need for students)	15. Interview with employers
16. Number of university students sent to be supervised by YMCA	16. YMCA & University Records