

# EVALUATION REPORT

**Final**

## **Drought Preparedness and Mitigation Program**

PHG, Implementing Partner  
under the  
USDA Sponsored ACDI/VOCA 416(b) Program

August 1st, 2001 – December 31st, 2002

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## 1. Executive Summary:

### 1.1 Abstract:

The project under evaluation comes as a derivative of PHG strategic objectives including the enhancement of fresh water supply through rainwater harvesting, environmental awareness and water conservation in addition to conventional water resources rehabilitation and development. These objectives came to serve the overarching goal of enhancing food security through making available additional water resources for domestics and agricultural use. Accordingly, the project under evaluation has a developmental rather than a relief character. The implementation of the project came under extremely difficult Palestinian conditions including prolonged closures, curfews, shelling and destruction of infrastructure. The impact of these circumstances on the project meant that long term developmental objectives were combined with short term relief activities such as employment and income generation.

The Palestinian agricultural sector went through successive drought conditions that have negatively affected agricultural production and its economic reward. These drought conditions forced many farmers to either leave their land or switch to growing agricultural produce that needs low level of water leading to limiting their options and making them not able to achieve their own food security in certain times.

The project under evaluation that was implemented by the PHG came as a direct response to those drought conditions introducing new ways of water conservation and harvesting as well as assisting the farmers in the targeted areas to build the necessary infrastructure for making available additional water resources. The locations visited by the evaluation team included the following projects:

- **Agricultural canals:** that carried the water of Al-Bathan springs through Al-Nassarieh canal, the water of Ein Al-Kabesh through Al-Kabsh canal and Ein Misskah water through Ein Misskeh canal. This process has decreased the water waste in massive amounts.
- **Construction of Cement pools:** these pools assisted the farmers to conserve large quantities of water reaching sometimes to more than 200 m<sup>3</sup> from both rain water harvesting as well as conserving the water reached from the canals.
- **Agricultural cisterns:** these were used to conserve the water harvested from rain water, canals and water networks available.
- **Ground Water Well rehabilitation:** these mainly included replacing the old mechanical parts like pumps, generators, turbines ..etc, with new effective ones that achieved higher levels of water as well as less polluted one.
- **Water networks:** the project assisted the beneficiaries in providing the main lines and the beneficiaries complemented with the individual lines.
- **Training:** the massive amount of training courses that reached to more than 700 training hours included environmental awareness, water harvesting techniques, maintenance of water networks, use of computers, publications including children stories, clean up campaigns and a summer camp for children as well as training courses to women including encouraging them for gathering and establishing women clubs.

## **1.2 Subject of the Evaluation:**

The external evaluation aimed at providing a first-hand account of the Palestinian Hydrology Group's (PHG) work to improve food security for Palestinians living in the West Bank villages and communities in or around Al-Nassaria, Al-Aqrabaniya, Tammoun, Al fara'a, Jeftlik, Beit Hassan, Kherbat Al-Dayarna, and Ein-Shibli, Albathan, Froush Beit Dajan (smaller villages) and carried out under the ACDI/VOCA 416(b) Program Recipient Agency Agreement (RAA). The program was started on August 1<sup>st</sup>, 2001 and ended on December 31<sup>st</sup>, 2002. The program targeted farmers who own land in areas suffering from drought conditions, rural women and school students. The project was implemented in a concentrated and focused area located 20km northeast of Nablus on the direction to Jericho city. It comprises major part of the northern Jordan Valley and has a total number of inhabitants of about 11000 people. The majority of the people in these villages are farmers, and mainly depends on irrigated agriculture. This area is famous of its citrus and vegetables, and considered major contributor to the Palestinian food basket.

## **1.3 Evaluation Description:**

### ***Purpose:***

The current evaluation aimed at assessing and documenting the progress, relevance, efficiency, effectiveness, impact and sustainability of the different activities carried out by the project, particularly its impact on food security. The evaluation focused on the qualitative impact of the implemented project activities, given the impressive amount of quantitative outputs achieved by the project.

### ***Methodology:***

The methodology included four main phases:

*First Phase:* Preparatory meetings: with PHG and ACDI/VOCA representative in addition to the desk assessment of different project documents and producing the evaluation plan and agree on methodology.

*Second Phase:* Field Research: that lasted for 3-4 working days in three typical locations selected for evaluation that included: Al-Nassarieh, Beit Hasan and Khirbet Al-Darayneh. The three locations were visited and 3 types of interviews were conducted: stakeholders, beneficiaries and non-beneficiaries

*Third Phase:* Analysis and Report Writing: that focused on analysis of the standardized questions that covered all beneficiaries, analysis of the specific questions targeting each category of beneficiaries, and finally comparative assessment between quantitative data presented in the final report and the tracking sheet with the qualitative assessment obtained from the field. In addition, comparative assessment will be done between the beneficiaries and the non-beneficiaries. The initial analysis of data collected was conducted at the field level by the field researchers. They reflected their analysis in their field reports summarizing main finding, refining preliminary data from duplication and repetition and summarizing main recommendation raised by the interviewees. The report together with all questionnaires were then sent to the evaluation team at the central level for further analysis and reflection on the data collected.

*Fourth Phase:* Presentation of the interim report and discussion with PHG and ACDI/VOCA representatives. The final report followed the discussions. For further details on the methodology, sample selection criteria and evaluation criteria, please see Appendix B.

### **Main Findings:**

- The different project documents do not reflect the definition of food security adopted by PHG. Given the fact that there are many definitions of this concept, for example the one used by the EC<sup>1</sup>: "every person has physical and economic access at all times to healthy, nutritious food in sufficient quantity to cover the needs of their daily ration and food preferences, in order to live a healthy active life". While this definition does not contradict with the different activities conducted by the project to achieve food security, it clarifies better the aims, goal, objectives and activities to be conducted as well as some pointers for the beneficiary selection. This definition is being given here as an example only. It is not aimed to imply that this is the one recommended or the best for PHG.
- The findings of the field research showed that "food security" was an indirect impact achieved as a result to increase in level of income that resulted from the increase in agricultural production. This conclusion is considered important for future planning of similar projects and that actual production of food and increase in the size of land cultivated are indicators that need to be systematically tracked and documented to have a direct sense of the project impact on improving the level of food security.
- The stakeholders and beneficiaries interviewed showed high satisfaction with the level of commitment, flexibility and responsiveness of the PHG to their emerging needs. They also think that the project came to respond directly to a perceived need rather than an expected need. On the other hand, they think that needs assessment was not carefully conducted under time constraint. This prevented early clarifications of local capacities available, the level of unemployment, economic analysis of expected results and accordingly clarifying the intervention strategies most suitable to the area targeted including differentiated rather than standardized support. This could include percentage support rather than a fixed contribution of 20-30 % from the beneficiary, exemptions for women to encourage their participation given the imbalance in control over resources between the sexes ..etc. In addition, the beneficiaries think that canals had higher impact benefiting a larger number of people than individual cement pools or wells.
- The stakeholders and beneficiaries interviewed showed high satisfaction with the beneficiary selection process. They think that enough information was provided during announcing the project and during the implementation. The fact that most of the beneficiaries interviewed learnt about the project from the local councils and other public places was impressive to the evaluators. They were satisfied with the level of follow up and the experience of the PHG staff. In addition, the non-beneficiaries interviewed were clear about the reasons behind their exclusion from participation and thought that the reasons given to them by the PHG are justified. All non-beneficiaries interviewed had a positive impression on the PHG work and stated that they will apply again if a similar project is announced.

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<sup>1</sup> This definition is the one agreed in the World Food Summit in Rome, November 1996.

- The impact and effectiveness of the project was evident in a number of ways. The beneficiaries interviewed estimated the increase in the land cultivated after the intervention of the project to be between 40 – 50 %, which is considered significant. In addition, the project has energized the economic activity in the area and generated income for the direct beneficiaries and for workers from surrounding areas. The effectiveness of the project was also evident that many beneficiaries worked harder to maximize benefit and now looking for projects that would capitalize on their success as well as stating that they feel more experienced with irrigation and agricultural techniques and want to install modern irrigation techniques.
- Lack of gender assessment and planning at the preparatory phase of the project usually results in missing those issues in the implementation. While this might not form a direct harm to achieving immediately perceived outputs/outcomes, it will definitely have implications on the developmental impact of the projects implemented. This will be elaborated more using the current project as an example.
- PHG reporting and documentation system as seen from the project documents is very impressive such as the quarterly reports, the final report, and the tracking sheet. However, those are more oriented towards input/output documentations rather than on impact and sustainability measures. A mid term evaluation with focus on impact assessment or a systematic documentation of outputs that resulted from planting more land due to making available more water resources, improvement in levels of income and permanent jobs created due to gaining skills ..etc, that were actually made available by the project, will give a better sense of impact and sustainability of project activities.
- Both the stakeholders and the beneficiaries think that the PHG project was very important and relevant to them but they still think it was not enough and due to the conditions pre-set for the local contribution it has targeted less people than it could. It is clear to the evaluators that satisfying all needs are beyond the responsibility and the capacity of the PHG. Still, some coordination with similar bodies to do joint interventions could have been made.
- The beneficiaries and the stakeholders think that the budgets allocated for the different services were still low compared to better quality that could have been achieved and to the size of needs in the targeted areas. From the PHG point of view, this is related to the fact that beneficiaries expectedly prefer not to pay contributions particularly that other similar bodies do not ask for community contribution. Community contribution is usually a dilemma in developmental projects. On one hand it increases the ownership and the sustainability of the project activities and on the other hand it is usually perceived as a burden. No clear strategy can be suggested here other than the careful assessment of local capacities and designing percentage support according to available income than standardized support.
- The nature of the current project under evaluation being temporary rather than a continuous program, makes important impact indicators such as job creation, benefiting additional target groups who need the services and accumulating social change such as farmers unions or women clubs and creating marketing channels for the additional agricultural produce, something very difficult to sustain.
- The lack of a national policy to food security with a nationally agreed plans and targets to be achieved made assessing the impact of the project beyond the areas targeted very difficult.

### **Recommendations:**

- PHG should clarify its definition of food security explicitly in the different projects targeting this strategic aim. If the definition is not already developed, it is recommended that one should be developed and adopted.
- The reporting of the project should systematically track and document changes in food production due to additional water resources and increase in land cultivation as these proved to be an important indicators of food security.
- It is recommended that needs assessment to be conducted carefully to include issues such as identification of local capacities available, local absorption capacities, levels of income and possible levels of contribution, cases that need special attention, projects that are perceived most priority and that will benefit a larger number of people ..etc.
- It is highly recommended that PHG conducts gender assessment and planning at the project level utilizing already existing tools such as the annual planning and the baseline surveys. The framework of " Gender Assessment Studies: A Manual for Gender Consultants"<sup>2</sup> is highly recommended, particularly the one used for rural and agricultural projects. This framework can assist in building a locally adapted framework to PHG projects and to the specificity of the Palestinian context.
- It is recommended that PHG develops a systematic tool to assess and document impact issues, both quantitative and qualitative beside the input/output documentations. These could be done in a midterm internal or external reviews, a special section in the quarterly report documenting actual outputs and increase in food production due to more water resources as a result of the project activities. ..etc.
- More coordination and cooperation with similar bodies to do joint interventions can maximize benefit and satisfaction of the beneficiaries. It is also in the PHG interest as it will positively contribute to its credibility and ability to work with others.
- It is recommended for the PHG and the ACIDI/VOCA that such projects being extended into programs with longer time frames and with clear exist strategies that would make withdrawal from the areas targeted smoother and with guaranteed results for sustainability. This is particularly true for the job creation component, marketing of additional produce and empowerment for social change such as encouraging collective action and women's clubs and income generation projects.
- It is in the PHG interest to work together with other stakeholders towards a national policy for food security with an agreed plan and targets to be achieved. This will enable the PHG to sustain its interventions, complement its role with others and measure its achievements against an overall comprehensive effort, rather than against scattered interventions done by different bodies.

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<sup>2</sup> This manual was published by: ISSAS Institute of Social Studies Advisory Service, Development Cooperation Information Department, Ministry of Foreign Affairs, Netherlands.

## **2. Background**

### **2.1 General Overview of Project Environment:**

The Palestinian territories witnessed a strong setback in the peace process and delay in the agreements' implementation. The stagnation reached its peak in September 2000 with the eruption of Al-Aqsa intifada that became known as the second Intifada. The quick militarization of the Intifada as well as the repressive measures taken by the Israelis resulted in the current continued deterioration of the political and economic situation in Palestine.

The Israeli measures included military invasions of different Palestinian areas using tanks, missiles, rockets and warplanes resulted in a great physical damage of Palestinians institutions, particularly the official institutions of the Palestinian National Authority (PNA). This resulted in higher burden on civil society organizations to take the lead in relief and emergency programs.

In March 2002<sup>3</sup>, the results of the Israeli measures included more than 120 Israeli checkpoints dividing Palestinian areas in the west bank and Gaza into 220 disconnected and isolated areas combined with building a wall on the green line<sup>4</sup> that resulted in more land confiscation, more isolation of Palestinian villages and rural areas as well as destruction of infrastructure and uprooting a large number of cultivated areas and olive trees. More than 1125 Palestinians were killed among which 269 are children. More than 35,000 Palestinians were injured among which 2000 with permanent disabilities. More than 580 houses were demolished completely and more than 6534 partially demolished. The number of settlements increased by 4.4 % on newly confiscated land with uprooting more than 34,600 olive trees, an invaluable natural resource for oil and olive and for income generation in rural areas.

The above conditions not only resulted in bad political and economic conditions, but also dangerous consequences on education, health, unemployment rates and unprecedented mal-nutrition and poverty rates. In 1998, the poverty rate in Palestinian territories was 20.3 % (14.5 % in the West Bank and 33 % in Gaza)<sup>5</sup>. This already high percentage of poverty was deepened with the deteriorating political and economic conditions reaching to around 64.2 % (55.7 % in the West Bank and 81.4 % in Gaza) of extreme poverty cases. The unemployment was also boosted from 11 % in the year 2000 to 38 % in the year 2001. More than 82,000 people lost their jobs due to closures and curfews, around 100,000 people lost their jobs inside Israel in addition to the 71,000 people who were unemployed before the second Intifada<sup>6</sup>.

### **2.2 Organizational Background (PHG)<sup>7</sup>:**

The Palestinian Hydrology Group (PHG) was established in 1987 as an independent specialized institution dedicated to develop and protect the water and environmental resources; to insure more public accessibility to adequate water supply sources and sanitary

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<sup>3</sup> Palestinian Human Development Report 2002.

<sup>4</sup> The Green Line is the line dividing Israeli and Palestinian territories according to UN resolutions on Palestine.

<sup>5</sup> Poverty Report, Palestinian Ministry of Planning (MOPIC), 1998.

<sup>6</sup> Previous Source: various sources documented in the Palestinian Human Development Report 2002.

<sup>7</sup> Source: project proposal + background information on PHG.

conditions, especially in the rural areas; and to develop a Palestinian water information system. PHG has registered a number of accomplishments over the past fourteen years

The total staff number is 45 members. 20 members are water professionals and the remaining are administrators. The Group has a good female representation among its staff. There are seven female staff members who share the same male responsibilities in the office as well as in the field.

PHG programs include fresh water supply enhancement through rain water harvesting, rural and small community sanitation, environmental awareness and water conservation, conventional water resources rehabilitation and development: spring development, groundwater well rehabilitation and research.

### **2.3 Project Background:**

Within the above general overview and the organizational background of PHG the project under evaluation was developed and implemented.

The project goal is: to support food security and economic development of poor and at risk Palestinian communities in Al-Nassaria, Al-Aqrabaniya, Tammoun, Al-fara'a, Jeftlik, Beit Hassan, Kherbat Al-Dayarna, and Ein-Shibli, Albathan, Froush Biet Dajan (and smaller villages).

The project aimed achieving the following outcomes:

- ❖ Identify practical ways to alleviate existing and future drought problems;
- ❖ Work with at risk Palestinian agricultural communities that can benefit from water management and harvesting interventions and improved agricultural practices;
- ❖ Improve agricultural community and Palestinian NGO preparedness and response techniques to drought emergencies through water use and management training, and improved agricultural practices;
- ❖ Build up water resources through irrigation canal construction, pond and cistern construction, springs and ground-water wells rehabilitation, and water distribution network rehabilitation.
- ❖ Demonstrate practical cooperation with the Ministry of Agriculture (MOA) and assist it to build community capacity and responsiveness to drought situations, and by participating in an Advisory Committee to develop medium- and long-term strategies for mitigating the impacts of a drought.

In summary, the following overall outcomes were achieved:<sup>8</sup>

- 17117 m2 canals constructed.
- 3 springs rehabilitated.
- 3 ground water wells rehabilitated.
- 42 agricultural cisterns.
- 4 domestic cisterns.
- 81 cement pools.
- 745.5 training hours conducted.
- 1500 children stories printed.

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<sup>8</sup> Source: PHG Final Report + Tracking Sheet.

- 1500 posters.
- 1500 brochures.
- 400 T-Shirts printed.
- 1 water network rehabilitated in Al-Nassarieh.
- 1 retaining wall constructed in Al-Fara'.

### **3. Main Text:**

#### **3.1 Evaluation Team:**

The evaluation team was comprised of Eng. Jehad Atyani, specialist in institutional development and capacity building, Mrs. Shuaa Marrar, (Team Leader) Specialist in Gender Issues and Development, Ms. Rana Husari, Statistician and Analyst, Mr. Mohammad Mlehat and Faeq Kharraz, Field Researchers and Specialists in Rural Development. Due to the extraordinary closure on the West Bank areas due to the Israeli Elections that lasted for three days, the orientation meeting with the field researchers was cancelled and replaced with long phone conversations and email communications. This strategy was preferred in order to speed the field work and not postpone it due to expected prolonged closures. In addition, the relevant experience of field researchers selected to fulfill the task as well as their geographical residence, were of great help and contributed to the successful completion of the assignment and meeting the dead lines. The Team Leader, with designated responsibilities and authorities to manage and facilitate all activities and resources necessary to achieve this task was also directly involved in supervising the field researchers. The Team Leader was also assigned as the contact person from Bena' for both PHG and ACIDI/VOCA.

#### **3.2 Documentation Studies:**

The evaluation team has reviewed all project documents including the project proposal, project plan, quarterly reports, the final report, the tracking sheet, the baseline study, and the monitoring and evaluation methodology. In addition, external resources such as the poverty reports of 1998 and 2002 published by the Ministry of Planning and the Palestinian Human Development Report 2002 and gender assessment manuals, particularly the one of Care International. All these documents were utilized as basic tools for assessing the current project.

#### **3.3 Field Visits:**

The project was implemented in a concentrated area focusing almost on 10 locations. Three typical locations of Beit Hasan, Al-Nassarieah and Khirbet Al-Daryneh were visited. The field visits included the following:

- PHG Nablus Office.
- Representatives of the Ministry of Agriculture.
- Representatives of Local Councils in the selected areas.
- Beneficiaries.
- Non-Beneficiaries.
- Women Groups targeted.

The interviews included structured and semi-structured interviews. This was found to be the most efficient way in providing tendencies as well as qualitative assessment of all answers. The questions were designed in light of the evaluation criteria selected including questions to assess the relevance of the project from the beneficiary point of view, the efficiency of implementation, the effectiveness including what changes the project has brought, the impact

both short term and long term as well as impact on economic development and food security and finally the sustainability of the project activities.

### **3.4 Data Analysis:**

All field researchers were provided with the necessary tools-field package- including questionnaires, forms, subjects to be assessed, etc. The field package was carefully designed by the evaluation team. Accordingly, an initial level of data analysis was conducted at the field level by the field researchers who wrote an extended field report summarizing main findings, refining the data from duplication and reorganizing it in light of the evaluation criteria. The data was then sent to the central evaluation team together with all questionnaires used for further screening, filtration and assessment. Using statistical analysis techniques, data was entered and analyzed and conclusions have been drawn and discussed. A comparative assessment between targets included in the project documents and the perceptions of the beneficiaries was conducted. It is important to remind here that the main aim of the current evaluation was to assess the qualitative impact of the project implementation rather than providing additional input/output figures.

### **3.5 Main Strengths, Weaknesses and General Recommendations from the Beneficiary Point of View:**

#### **Strengths:**

- Additional water resources resulted in lower costs, less risk and effort.
- Established a permanent infrastructure for improved agricultural production.
- All stakeholders interviewed and many beneficiaries were satisfied and happy with the results attained from the project and think that the project achieved its objectives, responded to a real need, protected the soil through new techniques of drought preparedness, increased the size of land cultivated and reclaimed in addition to decreasing the level of water pollution.
- Felt direct benefit through pools and wells and indirect benefit through canals and job creation.
- Increased levels of food security particularly through the new variations of agricultural production that was made possible as a result to the project activities and the additional water resources attained.
- Decreased previous conflicts between farmers on water resources and on marking land.
- Income as compensation to loss of jobs.
- Training courses for women enhanced their skills in: rationalizing water use, better food processing techniques, maximizing use of home garden for additional food production, encouraging them to establish women clubs.
- The high level of commitment, flexibility and responsiveness of the PHG to emerging needs in addition to the availability of a branch to the PHG in the area which made communication and follow up easy and effective.
- The stakeholders and the beneficiaries were satisfied with the selection process of the beneficiaries and they think that enough information was provided in announcing the project, during implementation and they do not think that unjustifiable omissions have taken place.
- Training courses for students resulted in higher benefit from computer training, rationalizing water use, and encouraging collective work through cleaning campaigns and encouraged the students to write environmental stories and encouraged them to work for their society.

- The project provided the targeted area with experience with developmental projects and they feel more confident in identifying priorities and will capitalize on the lessons learnt from the current project.

### **Weaknesses:**

- The time constraint of project implementation overburdened the beneficiaries and according to them also affected the quality for the sake of finishing on time. Time constraint should be also seen within the overall extremely difficult situation in which the project was implemented. Successive closures and curfews definitely had a direct effect on the time constraint.
- The number of cement pools and wells was low compared to the needs in the area and accordingly reached to less people.
- Beneficiaries interviewed thought that the type of follow up on activities conducted was more of "during service" rather than "after service" follow up. From their point of view both types are important.
- The beneficiaries think that their contribution was high and sometimes increased due to administrative issues such as the cement pools in a certain location the original plan was 5 pools, and under higher demand 9 applications were accepted which increased the burden of beneficiary contribution as it decreased the project's contribution for conducting 9 pools in the cost of 5. In addition, they think that a change in the procedure should be adopted as they had to incur all costs until the service was completed and then get their reimbursement, which was described as a burden.
- The stakeholders and the beneficiaries think that the planning phase for the project was not enough. This resulted in not completing the needs assessment and in some problems that could have been avoided. The example of the additional cement pools added after the canals were and accordingly, the cement pools were constructed in a higher level than the canals.
- In Al-Nassarieh, some beneficiaries thought that the pollution problem was not solved due to the fact that the polluted water from Nablus still get mixed with Al-Bathan spring water carries through Al-Nassarieh canal. On the other hand, solving the problem of Nablus water pollution is beyond the responsibility or the capacity of the PHG project to solve. This is something that Nablus Municipality planned to handle, but was not implemented due to the current situation. The current project has positively contributed to solving the problem partially as it can not be solved totally unless handled from the source in Nablus.
- In Beit Hasan and Khirbet Al-Darayneh, some stakeholders and the beneficiaries think that the quality of the canal construction was poor. This perception seems to be a result of comparison with another canal that was constructed by PECDAR with much higher budget allocated. In addition, the PHG Group interfered to fix the bad quality.
- In Beit Hasan, the beneficiaries stated that the pools constructed are open and not covered which was perceived as dangerous to the children and also subject to pollution, closed pools could have been better. The ACDI/VOCA and PHG clarified the fact that building a roof to the pools needed a construction permit from the Israeli civil administration which is perceived politically sensitive in the current situation and that is why it was not done.
- In Khirbet Al-Darayneh, they think that the problem of water floods in winter was not solved which would result in soil erosion and carrying out the canals and sometimes the plants themselves. Although this complementary activity seems important to sustain the impact of the project activities, it is beyond the responsibility and the capacity of the PHG to fulfill from the resources available in the project under

evaluation. Water floods need huge infrastructural activities with huge budgets, given the mountainous nature of the location. In addition, the PHG has constructed retaining walls where it was necessary to decrease the effects of this problem.

- Overall political and economic situation negatively affected maximizing the impact of the project such as lack of marketing channels and continuity of jobs created.

#### **General Recommendations and Lessons Learnt:**

- The committee of farmers established to follow up the canal construction was not active or effective and resulted in the poor quality of the canal construction at the beginning. It is recommended that such committees be carefully followed up and supported by PHG experiences staff before handing over its responsibilities.
- Future support from PHG to include complementary modern irrigation techniques and networks.
- Future support by PHG to the area to include search for additional water resources such as the water of Ein Misskeh spring.
- Future projects to include land reclamation as a complementary activity. This can be done through joint interventions with specialized bodies in this field.
- Future support to consider food processing and marketing channels to maximize project impact.
- Future support to include constructing retaining walls to canals constructed to protect it from future collapse.
- Higher budget should be allocated to the project different activities to achieve higher level of quality and serve a larger number of beneficiaries.
- Increase the number of cement pools and wells provided by the project.
- Increase the number of activities targeting women with more direct benefit including income generation.
- Early effort should be spent on solving any legal constraints on the implementation of the different components of the project such as attaining any required approvals and permissions than trying to deal with them during implementation.
- Improve financial procedures of the project including reconsidering the beneficiary contribution which can be done on percentage rather than standardized support.

#### **4. Analysis of Conclusions and Recommendations:**

The evaluation criteria adopted for the current evaluation included five main elements: relevance, efficiency, effectiveness, impact and sustainability. The following section aims at clarifying and analyzing the different conclusions, recommendations and findings of the field research in light of the evaluation criteria.

##### **4.1 Relevance:**

PHG has conducted a participatory planning process and a baseline survey prior to the implementation of the project which is considered a strength. The baseline survey included the income level as a criteria and concluded the need for women clubs and clearly showed the need for a similar intervention as the one done by the PHG. In addition, the project has targeted an area that is considered important to the food basket in the West Bank and at the same time it was marginalized. The PHG has conducted a focused and intensive intervention that also contributed to the success of the project.

Before proceeding with the project implementation, some light will be shed on the broad purpose and objectives of the project as they directly impact expected results from the designed activities. The broad purpose of the project is to achieve food security of the targeted areas of the project. The different project documents do not reflect a clear definition

of food security adopted or adapted by PHG. The fact that there are many definitions of this concept, for example the one used by the EC<sup>9</sup>: "every person has physical and economic access at all times to healthy, nutritious food in sufficient quantity to cover the needs of their daily ration and food preferences, in order to live a healthy active life". While this definition does not contradict with the different activities conducted by the project to achieve food security, it clarifies better the aims, goal, objectives and activities to be conducted. This definition is being given here as an example only. It is not aimed to imply that this is the one recommended or the best for PHG.

In addition to the above, some breakdown of the broad purpose "food security" into categories that show how different activities of the project can promote food security in the targeted areas could have made the project objectives more measurable and easier to assess. The following categories are again given as an example only:

- **Availability:** increasing the availability of locally appropriate food through external/internal food assistance.
- **Access:** enhance access to services through improving the purchasing power including job creation, income generation .. etc.
- **Local food production:** increasing the local food production on sustainable basis.
- **Environmental investment:** soil and water conservation projects which protects, rehabilitates, restores the environment.
- **Post-Harvest Techniques:** improving methods of post-harvest, food processing, handling and storage.
- **Social Context and community organization:** that empowers different social groups of the targeted population.
- **Co-operative formation:** that strengthens the community's ability to enhance own well-being.

From the developed categories, it is usually easier to derive specific objectives and indicators of success that are clear, specific and measurable in addition to directly clarifying how they relate to the broad purpose of food security. For the project objectives, no clear link between these objectives and achieving food security was stated. This reflected itself on the activities suggested, the indicators and the achieved outcomes. No clear measures were planned to assess and measure additional food production, additional income achieved, permanent sources of income achieved ..etc. This was neither reflected in the baseline assessment, its analysis nor in the project reporting.

At the same time, some important issues were missed in the planning and the baseline study. The cross-cutting issue of gender was not clearly reflected in the objectives of the project, its components or in the objectives of the baseline survey. Having a women component/s in the project does not mean having a gender component in the project. Gender assessment and planning is one level higher than adding a women component/s. Gender assessment of the target group which could have been easily done in the planning phase of the project and through the baseline survey means further investigation of: the existing gender division of labor, gender-based control over resources, the political dimension of gender relations, in particular their participation in the decision making within the household and at the community level, acceptable and avoidable images of men and women and constraints facing both sexes in participating and maximizing benefits from the project on equal opportunity basis. Gender planning based on the assessment conducted should result in positive interventions from the donor and the implementing agency to overcome the constraints and provide equal opportunities. This type of assessment and planning was not conducted for the project under evaluation. It is safe to conclude that this will not form a

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<sup>9</sup> This definition is the one agreed in the World Food Summit in Rome, November 1996.

direct harm on the project objectives, because simply gender was not planned for properly, but it will have implications on the developmental impact of the project.

From the point of view of the stakeholders and beneficiaries interviewed, the project has directly responded to an immediate and perceived need by the local community rather than an expected one. This adds to the relevance of the project to the communities targeted. The fact that the stakeholders and the beneficiaries when asked about the PHG project immediately start to count the different types of activities conducted such as the canals, the cement pools, the spring rehabilitation, the ground water well rehabilitation ..etc, was impressive for the evaluators and gave a direct indication of the visible impact felt by the stakeholders and beneficiaries.

Another success of the project in terms of its relevance is that it reached to the beneficiaries targeted in the planning without deviance during implementation. For the farmers it has targeted three types of farmers. The first group is farmers who used to pump water from the valley during night hours with risk and high cost. The second group is farmers who used to buy water also with high cost. The third group is farmers who used to plant their land for one season only due to shortage of water. These have directly benefited from the pools, the canals and the agricultural wells. In addition to the farmers, the project has targeted local labor, women and students who were all reached with the targeted activities.

On the other hand, both the stakeholders and the beneficiaries stated that the needs assessment started by the PHG was not completed under time constraint. This was reflected in the different project documents reviewed including the project proposal, project plan, and the feasibility study. These documents missed sector reviews including potential complementarity and coordination with similar bodies, pre-feasibility studies including financial and economic analysis, assessment of local absorption capacity and implementation capacities, which made the process of making comparative economic analysis a difficult task to achieve for the evaluators. The results of those preparatory activities should have been then incorporated in the original plan of the project. Despite these comments, the impact seem to be compensated with the high satisfaction of the stakeholders and the beneficiaries on the level of commitment, flexibility and responsiveness of the PHG staff to emerging needs and the fact that the necessary amendments were made during the span of the project implementation.

The beneficiaries expressed in different ways the importance of the skills and the knowledge they have attained from the project and that will continue with them after the project ends, which was an important indicator of sustainability of certain parts of the project. On the other hand, the general impression was that less attention from the beneficiaries and the local community was given to the training, lectures and skills. This could be understood in terms of not having an immediate economic value and accordingly received less attention. However, given the massive amount of training hours given, it will remain a concern. Either the PHG did not put enough effort in connecting the training with the project activities and clarifying the additional reward for these training courses, or these training courses were not based on immediately perceived needs of the target group. This point was raised her for the PHG to take into consideration in future planning of training courses.

#### **4.2 Efficiency:**

The beneficiary selection process as explained by the PHG includes the announcement of the project through the local councils with wide dissemination of the information through the mosque, village school and other public places such as supermarkets. The applications forms used seemed professional, detailed and attention is given to the level to income. The selection committee is usually comprised of members of the local council, representatives of

the PHG and other independent individuals who get invited to participate. The selection is usually followed by a visit by the PHG staff and agreement is officially signed. The procedure seemed to be transparent, comprehensive and professional to the evaluators. This was confirmed by the fact that around 70 % of the beneficiaries learnt about the project through the village council or other public places that announced the project. The remaining 30 % was usually informed by the PHG itself or relatives. The beneficiaries interviewed also expressed satisfaction on the information provided in relation to the beneficiary selection criteria. The non-beneficiary interviews also showed that the PHG provided enough information to those who were not selected on the reasons why they were not considered by the project. The reasons expressed by the non-beneficiaries on their exclusion included that they were late in applying, they were beneficiaries of other activities of the project and that the number of beneficiaries was reached from the first round of applications. In addition, most of the non-beneficiaries were actually visited by the PHG staff that adds to the credibility of the procedure followed. Finally, all non-beneficiaries interviewed had positive impression of the project activities and stated that they will apply again if a similar project is announced by the PHG. All the above is considered a credit to the implementing agency.

The input/output reporting suggests a balanced implementation and achievement of results. The fact that all amendments were agreed between the PHG and the donor reflects no concern in terms of unplanned inputs, rather confirms the flexibility of the PHG to respond to changes and emerging needs during implementation which was confirmed by the field interviews conducted. The project results in terms of planned inputs and achieved outputs can be summarized as follows:

Activity	Planned	Implemented	Variance
Canals constructed	<b>12.95 km</b>	<b>17.11 km</b>	<b>4.16 km (more)</b>
Springs rehabilitated	<b>3</b>	<b>3</b>	<b>all</b>
Ground water wells rehabilitated	<b>5</b>	<b>3</b>	<b>2 (less) due to permit problems</b>
Agricultural cisterns	<b>45</b>	<b>42</b>	<b>3 (less)</b>
Domestic cisterns	<b>20</b>	<b>4</b>	<b>16 (less)</b>
Cement pools	<b>34</b>	<b>81</b>	<b>47 (more)</b>
Training hours conducted	<b>600</b>	<b>745.5</b>	<b>145.5 (more)</b>
Children stories printed	<b>1500</b>	<b>1500</b>	<b>all</b>
Posters	<b>1500</b>	<b>1500</b>	<b>all</b>
Brochures	<b>1500</b>	<b>1500</b>	<b>all</b>
T-Shirts printed	<b>400</b>	<b>400</b>	<b>all</b>
water networks	<b>2</b>	<b>1</b>	<b>1 (less)</b>
retaining wall constructed in Al-Fara'	<b>-</b>	<b>1</b>	<b>1 (more)</b>
Jobs created (working hours)	<b>6,300</b>	<b>18,635</b>	<b>12,335 (more)</b>

The above figures were taken from the final report and the project plan. The fact that those targets were not clearly stated in a systematic manner and had to be collected from more than one place might affect the perception on the efficiency of the implementing agency.

On the other hand, reporting system and different documentations of the project including the quarterly reports, the final report and the tracking sheet are very impressive. However, they are more oriented towards input/output indicators than on impact issues, both qualitative and quantitative. It is in PHG interest to develop a systematic way of reporting and documenting impact such as actual output attained as a result from planting more land due to making available additional water resources, income generation projects or increased level of food production made available due to project activities, rather than input/output assessments only.

The stakeholders and the beneficiaries in all locations visited expressed high satisfaction with the level of commitment, flexibility and responsiveness to emerging needs of the PHG staff. In addition, they think that enough information was provided during the beneficiary selection process and during implementation. The responses of the beneficiaries on the information provided can be summarized as follows:

- All questions and explanations were professionally answered and clarified.
- The engineer and the project staff were usually committed to information and appointments as well as implementation timing provided.
- All information was provided prior to implementation.
- The project staff is cooperative, reliable and trust worthy.

In addition, the beneficiaries interviewed were satisfied of the level of follow up from the project staff. This can be summarized in the following table:

#	Activity	Average Number of Staff Visits
1.	Canals	2 times daily
2.	Spring Rehabilitation	2 times daily
3.	Ground Water Well Rehabilitation	2 times weekly
4.	Agricultural Wells	3-4 times during implementation
5.	Cement Pools	5-6 times during implementation
6.	Water Network	1 time daily
7.	Jobs generated	1 time daily

They all thought that the experience of the PHG staff was appropriate to the type of services provided by the project. The only comment was that specialized engineer in the construction part of the project could have been better than only an agricultural engineer. In addition, all beneficiaries interviewed mentioned that no financial mistakes or improper payments were made. In addition, they mentioned that no improper omissions of beneficiaries took place during implementation. They were only not satisfied with the fact that they had to wait until the service is completed to get reimbursed. Finally, they all mentioned that there was no delay in service provision since they were notified as beneficiaries and time anticipated for implementation was almost accurate. The average time that the beneficiaries waited to get the services can be summarized as follows:

1. Labor: 2 weeks.
2. Cement pools: 3 weeks.
3. Agricultural wells: 1 month.
4. Ground Water Well Rehabilitations: 2 months.
5. Canals: 3.5 months.
6. Spring Rehabilitation: 5 months.
7. Al-Nassarieh Water Network: 10 months.

In general, it can be concluded that they were satisfied with the administrative and financial management of the PHG to the project and recommended that more projects are implemented by the PHG in the area.

#### 4.3 Effectiveness:

The stakeholders and beneficiaries expressed a high satisfaction that the project has achieved its intended objectives to a great extend. They think that the project made available additional water resources through the infrastructure provided by the project that resulted in

increased levels of land reclamations, decreased the level of pollution in the ground water wells rehabilitated and saved the cost of purchasing water and the cost of the previously wasted water. The responses of the beneficiaries to questions relating to their aims from participating in the project confirmed the effective attainment of project objectives. These Responses can be summarized as follows:

- Increasing the size of land planted to increase agricultural production for domestic and marketing purposes.
- Increase the number of agricultural seasons.
- Making available additional water resources for domestic and agricultural use.
- Increasing food production for household consumption.
- Increase awareness through training and demonstrations.
- Job opportunity to compensate loss of income after unemployment.

On the other hand, the stakeholders and beneficiaries do not think that the project has satisfied all the needs in the targeted areas because it still lacks a great deal of infrastructure and services needed. They also think that the project has targeted a small number of farmers compared to the number of farmers who still need such services. What was most effective for them was the agricultural canals because it served a large number of people than the cement pools and agricultural wells that served a limited number of people who were able to pay their contribution. Another point raised by the interviewees was that they felt that most of the jobs created were to people from outside the targeted areas rather than directly to them. This can be understood in terms of the beneficiaries wanting to maximize their benefit and at the same time from the point of view of PHG it could be due to lack of skilled labor for certain activities and achieving a higher benefit to a larger number of people. Both points of view are valid. Again, the lack of a clear assessment of the local capacities available in the targeted areas as well as clear analysis of economic conditions, unemployment levels contributes to the vagueness of giving a direct or a firm judgment on such situations.

In addition, it is obvious to the evaluators that satisfying all needs, infrastructure and services needed is beyond the responsibility and the capacity of the PHG. While this is clear to the evaluators, coordination with similar bodies that provide similar services could have countered this perception and provided the PHG with higher credibility in the areas targeted because if not the main provider, it can act as a main coordination and source of information to the area. This conclusion is particularly valid due to the fact that a similar project was being implemented by PARC in very near areas and complementarily could have been easily achieved.

In terms of beneficiary contribution, the beneficiaries expressed satisfaction with the economic reward from the services they got. They also expressed satisfaction from the skills and knowledge they gained from the project. In general, all have suggested decreasing the percentage of beneficiary contribution. In addition, they thought that the procedures of reimbursement from the project has over burdened them because they had to incur all costs during implementation and only after they finish they can get the reimbursement. The beneficiary contribution is always a dilemma in development projects, on the one hand it increases the ownership and the sustainability of the project activities and on the other hand it is usually perceived as a burden. No clear strategy can be suggested here other than the careful assessment of local capacities and designing percentage support according to available income than standardized support.

Another criteria for measuring the effectiveness of the project that was used by the evaluators is measuring any changes in social behavior and in general trying to measure the change that was brought by the project to the targeted areas. The beneficiaries described this change in their own words such as the psychological relief of the farmers that they do not have to wait for late hours in the night with high risks to get their portion of water, most of

which used to get lost. Now they feel more in control, they have additional water resources and were able to plan more seasons. In addition, they felt that the project encouraged collective action and collective work towards their joint benefits and interests after they started to feel the benefit from the project. It has also encouraged women to establish women clubs and plant their home gardens. In addition, the field researchers have located a number of cases who expressed their willingness to capitalize on the achievements of the current project through looking for other projects and institutions who would assist them to develop their projects such as those farmers who benefited from cement pools and now want to install modern irrigation techniques to develop their agricultural produce.

#### 4.4 Impact:

A quick review of the number of activities conducted in the 10 locations targeted revealed a balanced and a focused intervention which explains the higher impact achieved by the project. The following table aims to summarize this conclusion:

Number of Activities	Number of Locations	% of Total Locations
1	-	-
2	3	30 %
3	1	10%
4	3	30%
5	2	20 %
6	1	10 %
<b>Total</b>	<b>10</b>	<b>100 %</b>

The table shows that 30 % of the locations received at least 2 activities, 60 % of the locations were targeted with 3-5 activities, and 10 % were targeted with 6 activities. These percentages confirm the balanced and focused intervention of the project.

The beneficiaries interviewed expressed the immediate impact they felt from the project as follows:

##### 1. Water Canals:

- Solved the problem of shortage of water and made available additional water resources for domestic and agricultural use as well as for animals.
- Permanent sources of water that made irrigation possible in all times rather than waiting for turns and limited portions of water.
- Encouraged some individual farmers to take the initiative of improving their irrigation techniques utilizing the water coming from the canal.

##### 2. Agricultural cisterns:

- Increased the size of land planted and encouraged additional land reclamation for future use.
- The project saved the farmers the costs of purchasing water as well as the cost of the water that used to get lost.
- Psychological relief to the farmers as the new water resources saved them the risks and additional effort they used to spend to attain their portion from water.

##### 3. Ground Water Well Rehabilitation:

- Increase in the size of land cultivated.
- Increase in income through labor generated as well as improving economic conditions of the direct beneficiaries.

#### 4. Cement Pools:

- Additional water resources that decreased the cost of agriculture.
- Increased the number of agricultural seasons.
- More control on irrigation timing and methods.

#### 5. Water Networks:

- Additional water resources for domestic use.
- Made available clean water for household use, which is perceived as more healthy.
- Permanent sources of water.
- Improved the economic conditions of the direct beneficiaries and activated the economic life in the area targeted.

#### 6. Spring Rehabilitation:

- Additional water resources in big quantities not possible before the project intervention.
- Increase in the size of land cultivated.
- Generated labor and accordingly income to households.

#### 7. Labor generated:

- Important compensation to the jobs lost during the Intifada.

#### 8. Training Courses:

- First of their kind in the targeted area.
- Higher awareness of water rationalizing and harvesting techniques.
- Encouraged women to identify their priorities and demand more services to be targeted to them in future support of the PHG.

The beneficiaries also described the long-term impact of the project on them as follows:

- Higher potential to increase family income, both immediately and in the future, due to planting more land and reclaiming addition land.
- Provision of permanent sources of water as well as ground water previously not attained or utilized.
- The modern irrigation techniques are now more possible and will improve agricultural production.
- People are more interested in the land and this will protect it from confiscation and other environmental and political risks.
- They felt that the project has contributed directly and indirectly to their economic development and food security through the increased level of agricultural production.

The beneficiaries interviewed were asked to state their estimations of the economic benefit of their participation in the project. Following are the averages attained:

	<b>Activity</b>	<b>Average Benefit</b>
1.	Increase in the size of land cultivated	40 %
2.	Increase in the number of agricultural seasons	50 %
3.	Saving in water cost (annually)	7500 – 8000 NIS
4.	Saving in Household Food Costs (annually)	1300 – 1600 NIS
5.	Income from labor generated (annually)	3200 – 3500 NIS

The above figures show an impressive increase in the size of land cultivated, the increase in the number of agricultural seasons and the savings in water costs. The figures for household savings and income generated were lower. However, given the fact that there was a dramatic increase in the level of unemployment due to the economic and political situation as well as the fact that the average level of income is extremely low in the targeted areas, these figures were considered important from the beneficiary point of view.

In general, the findings of the field research showed that "food security" was an indirect impact to increase in level of income as a result to increase in agricultural production. This conclusion is considered important for future planning of similar projects and that actual production of food and increase in land cultivation and indicators that need to be systematically tracked and documented.

Assessing the impact of the project beyond the areas targeted is something difficult to achieve due to the lack of a national policy or plan for food security in Palestine which elsewhere we have recommended its importance. However, some conclusions on the wider impact of the project can be made. The project has made available additional water resources that will benefit a larger number of the beneficiaries who were immediately targeted such as the canals as well as improving the level of income is expected to generate additional labor in the area and improve the economic conditions in the surrounding area. In addition, the labor generated from the project activities was extended to skilled and unskilled labor from the areas targeted as well as from the areas outside of it widening its impact.

At another level but related to the above, the baseline assessment is considered a valuable tool to measure project impact, at least in terms of input/output achievement in the targeted areas. No such analysis was conducted after the end of the project to show to what change the project has brought directly to those areas. It is recommended that such analysis is conducted; for the record and also as a baseline for future interventions in the area.

Looking at the results of the project, it was not clear to what extent women's participation was targeted and achieved. In addition, the project plan and the beneficiary selection criteria mainly confines women to training and awareness in addition to domestic water harvesting techniques. Again, it should be reminded here that education and income are basic empowering factors. The fact that a total of 1839 job opportunities were created from which only 127 were for women, confirms the concern on balanced intervention in relation to job creation to men and women. Accordingly, if a gender assessment and planning was conducted at the early stages of the project development, a more balanced intervention could

have been achieved and a more direct benefit resulted. From the interviews conducted with ACDI/VOCA and PHG representatives as well as the beneficiaries, some employment opportunities for women and empowerment has occurred, this was not explicitly reflected in the final report and comes as an unexpected outcome rather than a planned one. In addition, the women committees established are still in their early stages and it was not clear to the evaluators to what extent they are sustainable, empowered and will be able to make future change in relation to gender issues in the locations.

#### **4.5 Sustainability:**

The fact that around 80 % of the total budget went to the actual infrastructure of the project including construction of water canals, rehabilitating springs, cement pools, domestic and agricultural cisterns ..etc; all with implications on creating jobs and making available additional permanent water resources, confirms the higher tendency of this project to have sustainable impact in the area targeted. In addition, the different questionnaires reflected that the project will leave behind new skills and knowledge of water conservation and harvesting techniques that continue to benefit the farmers after the end of the project. Many activities of the project had positive impact on alleviating the problem of water pollution on permanent basis. This was particularly visible with the wells rehabilitated and constructed in addition to the water networks that made available sustainable water resource for household use.

The sustainable impact of the project was evident on the size of land reclaimed for immediate and future cultivation that was estimated by 40-50 % by the beneficiaries themselves. The beneficiaries think that the project enabled them to have more choices in the future to plant more profitable agricultural produce. The fact that the project did not have marketing support to those products was expressed as a weakness, although the marketing problem goes beyond the responsibility of the PHG as it is mainly due to closures and embargos on Palestinian products imposed by the Israeli side. It is still an important component to consider in future projects.

On the other hand, the project had an indirect impact on creating permanent jobs through encouraging farmers and some women to initiate income generation projects such as selling of food processed and vegetables and earn income. In addition, women interviewed stated that the home garden directly contributed to the household food basket. According to the beneficiaries this is something that will continue with them beyond the project support.

The fact that the jobs created were temporary is still a developmental concern, although its solution is beyond the responsibility and the capacity of the PHG. However, it is in the PHG interest to participate with other stakeholders to pressure for a national policy to alleviate unemployment and a sustainable policy for food security. It is in the PHG interest that such a policy is available in order to guarantee a minimum level of sustainability to its interventions as well as being able to measure its contribution to an overall effort, than to scattered interventions done by different bodies and to mention a few; EC, PECDAR, PARC, UNDP, Japanese Aid ..etc.

In addition, the different skills provided by the project in terms of management and maintenance of achieved infrastructure to reserve and maximize use of the additional water resources, makes it safe to conclude that the beneficiaries will be able to continue and sustain many aspects of the project after the end of the PHG support. On the other hand, the continuity of the women clubs was less sure. Although the women interviewed expressed interest in the women clubs, it was evident that no enough follow up took place after the project implementation and conducting the training courses. With the end of the project, it is recommended for the PHG to capitalize on the activities started by the current project for further empowerment of the women committees established.

## **5. Annexes:**

### **Annex A:**

#### **Terms of Reference**

##### **I. PURPOSE:**

The external evaluation shall provide a first-hand account of the Palestinian Hydrology Group's (PHG) work to improve food security for Palestinians living in the West Bank villages and communities in or around Al-Nassaria, Al-Aqrabaniya, Tammoun, Al fara'a, Jeftlik, Beit Hassan, Kherbat Al-Dayarna, and Ein-Shibli, Albathan, Froush Beit Dajan (smaller villages) and carried out under the ACDI/VOCA 416(b) Program Recipient Agency Agreement (RAA). PHG will tender for the external evaluation and ACDI/VOCA and PHG will mutually select a capable Evaluator or company to perform the external evaluation with PHG overseeing the implementation of the Evaluator's SOW. Funding for the external evaluation is provided through resources already designated for this purpose in PHG's budget.

The Evaluator(s) shall carry out an evaluation and produce a concise, readable report in English that assesses and documents the progress, relevance, performance, accomplishments and impact of PHG's activities, in particular its measurable impact on food security, both expected and unexpected, and with respect to the program's stated objectives and PHG's project plan. The report will be used by ACDI/VOCA to evaluate and understand its partner's achievements and measurable impact on food security in rural farming communities in the West Bank.

##### **II. SUMMARY AND BACKGROUND:**

A. The ACDI/VOCA 416 (b) Program is funded by the U.S. Department of Agriculture. Proceeds generated from the sales of U.S. donated food aid commodities (Hard Red Winter Wheat) provided the basis of funding for its activities. Proceeds granted to PHG by ACDI/VOCA are expected to improve household food security in West Bank through drought preparedness and mitigation work and achieve the following outcomes:

- Identify practical ways to alleviate existing and future drought problems;
- Work with at risk Palestinian agricultural communities that can benefit from water management and harvesting interventions and improved agricultural practices;
- Improve agricultural community and Palestinian NGO preparedness and response techniques to drought emergencies through water use and management training, and improved agricultural practices;
- Build up water resources through irrigation canal construction, pond and cistern construction, springs and ground-water wells rehabilitation, and water distribution network rehabilitation.
- Demonstrate practical cooperation with the Ministry of Agriculture (MOA) and assist it to build community capacity and responsiveness to drought situations, and by participating in an Advisory Committee to develop medium- and long-term strategies for mitigating the impacts of a drought.

B. In addition to the stated Program aim and outcomes, PHG's goal is to support food security and economic development of poor and at risk Palestinian communities in Al-

Nassaria, Al-Agrabaniya, Tammoun, Al-fara'a, Jeftlik, Beit Hassan, Kherbat Al-Dayarna, and Ein-Shibli, Albathan, Froush Biet Dajan (and smaller villages).

- C. In contributing to this goal, along with the program's broader objectives, PHG's activity shall specifically:
1. Alleviate existing and future droughts problems through the build-up of water resources;
  2. Increase fresh water supply through rainwater harvesting and conveyance;
  3. Develop and strengthen the agricultural sector in the local community; and
  4. Raise community awareness and capacity to respond to drought situations.

In fulfilling these objectives PHG will positively increase water supply and irrigated area for cultivation, reduce water shortages, expand agricultural output and productivity, increase storing capabilities, improve water quality, increase level of awareness toward water resource conservation, empower women, and create jobs and increase household income for rural families/communities through the construction of rain water harvesting structures (ponds and cisterns), construction of water conveyance structures, rehabilitation of wells and springs, development of water networks, along with provision of training and awareness activities to at-risk Palestinian communities.

D. This evaluation will therefore measure the effectiveness of PHG's performance in meeting the above objectives of ACDI/VOCA's USDA-sponsored 416(b) Program as stated in the *Recipient Agency Agreement* between ACDI/VOCA and PHG and those outlined below:

**Activity #1** - Construction and rehabilitation of 17 kilometers of agricultural canals: Traditional irrigation canals are widely used in this area of the West Bank. Mostly these are soil canals, which suffer from high water evaporation and infiltration losses. PHG constructed these canals to assist the farmers to improve water conveyance and replacing soil canals with cement ones, while improving the route and cleaning existing canals.

**Activity # 2:** Rehabilitation of three (3) spring and five (3) ground-water well sources: Springs and ground-water wells form the major water resource for both agricultural and domestic use in the Wadi Al Fara and targeted villages. However, most of them, especially those that are in the remote areas, are not utilized efficiently and have poor discharge.

a) Spring rehabilitation: this process includes cleaning of the springs and the surrounding areas as well as enhancing their water discharge rate through some techniques such as excavations around the sources and improving the per cubic meter flow.

b) Well rehabilitation: agricultural wells are traditionally used in this area but are not regularly maintained. Thus, this has caused serious water quality deterioration and poor discharge. PHG assisted the owners to rehabilitate these wells by cleaning, replacing the mechanical parts such as pumps and generators, as well as improving the wells' efficiency, discharge and overall construction.

**Activity # 3:** Water network development: PHG rehabilitated the water network of Al-Nassaryia village to help this marginalized area by providing them with a convenient water supply system.

**Activity # 4:** Rainwater harvesting: Rainwater harvesting is considered an invaluable resource that can supplement the shortages in water supply as well as recharge springs/wells in rural areas. PHG constructed 46 agricultural cisterns (average 70m<sup>3</sup>), of

which four (4) are used for agricultural and domestic purposes to harvest and store rainwater, as well as constructed 81 cement pools with a minimum 150 m<sup>3</sup> capacity, used for rainwater harvesting and storing channeled canal water.

**Activity# 5:** Raising community awareness and capacity to respond to drought: PHG training and awareness projects aim to strengthen and improve community water use in the following fields:

- a. PHG conducted three awareness/training campaigns during the timeframe of the project plan;
- b. It also provided training courses in financial, technical and administrative procedures; and
- c. Carried out awareness campaigns on how to protect the environment and how to conserve water for emergencies situations;

The total planned number of beneficiaries is 8,800 under this Project. However, the Evaluator(s) should refer to project documents for the actual number of beneficiaries reached by PHG in the localities.

### III. TASK DESCRIPTION

The primary purpose of the external evaluation is to determine how well PHG performed the agreed upon activities, contributed to program goals, and achieved its stated objectives to improve food security for targeted beneficiaries in West Bank. It will also look at the sustainability of certain project components. Finally, the evaluation will determine what level of progress the PHG activity made towards the broader program goals and objectives, what successes have occurred, what challenges have been encountered and whether, or to what extent, the problems have been overcome.

The Evaluator(s) will review various project documents to measure and evaluate the progress towards meeting project objectives and high quality project implementation.

- ❑ Technical Implementation
- ❑ Socio-economic factors and gender involvement
- ❑ Training and Awareness
- ❑ Financial Performance and Community Contribution

A set of established indicators (Input, Life of Activity and Impact) prepared by PHG prior to the implementation of the project will be used. These indicators will be used to measure specific improvements in the beneficiaries' overall food security. Impact indicators, sampled at the end of the project, will be used for this assessment.

Four types of indicators will be reviewed under this evaluation: input indicators, life of activity (LOA) indicators, performance indicators, and assumption indicators. *Input indicators* are used to track implementation of the project activities. They include such items as construction goals each quarter. The main sources of information regarding input indicators are the project plan, and monthly and quarterly reports. *LOA indicators* are the link between project inputs and performance. They include such measurements as cubic meters of water saved through well rehabilitation, which in turn contribute toward increased agricultural production (performance indicator). Project staff have maintained records of LOA indicators. *Performance indicators* are derived from program objectives. Data on performance indicators will be gathered by

the baseline and post surveys, and following data entry and analysis will be presented in the final project report.

*Assumption and risk indicators* track factors that are out of the program's influence, and are reported only if they are impacting the project. Assumption indicators include a) political and social situation remains stable; b) safety and security remains stable in target districts; c) the active participation and contributions from the local community partners/organizations, through the project implementation and beyond the project lifetime; d) rainfall and other agronomic conditions in target areas remains within "normal." The best sources of data on assumption and risk indicators are monthly and quarterly reports, as well as interviews with beneficiaries, project staff and partners.

Measurement instruments include grant/contract forms, household surveys, institution/association records, community records, ACDI/VOCA program records, PWA tests, farmer records, project reports, etc.

PHG has designed its M&E plan and log frame, including development of data collection systems, oversight of reporting on all indicators (input, LOA and impact), and analysis of data as necessary in their submitted reports. Summaries of indicator data will be reported in the project's final report.

#### **A. Participatory Nature of the Evaluation**

The Evaluator(s) will organize and carry out the evaluation in a participatory fashion, forming a team that in various places and times includes a range of managers, implementers, beneficiaries, community leaders, partner agency staff and other stakeholders. The study will note the views of the target groups with regard to their respective projects, paying particular attention to any significant impact on household food security in those views. It will also provide any other information that may further support or clarify the impact of the Project. The process and findings are expected to enable ACDI/VOCA and PHG to clearly and concisely understand the impact of the previous approximately two years' work.

#### **B. Impact, Lessons Learned and Reliability**

The impact evaluation will provide an opportunity to identify and document measurable impact, key lessons learned, and sustainability of certain components. The evaluation and report should include, but not be limited to:

- Analyzing the achievements of each project component. Specifically, these include:
  - a) Input targets
  - b) Life of Activity outputs (magnitude of change)
  - c) Impact
  - d) Production increases and the likelihood that these will continue.
  - e) Sustainability of structures built;
  - f) Quality of maintenance of structures by beneficiaries.
- Which activities contributed the most to achieving food security and promoting the goals of the program? What was the level of measurable impact?
- What worked very well, what worked less well, and what did not work?
- What provided the best return in terms of developmental impact on funds utilized?

- What changes could be made in current activities that would enhance their contribution to the fulfillment of objectives?
- Discuss PHG's interactions with PNA representatives (Palestinian Water Authority (PWA) and Ministry of Agriculture) and relationships in terms of the government's agriculture and water initiatives and policies. This will be at the central government level and the district level.

### **C. Project Management**

The Evaluator will *briefly* comment on PHG's performance in managing their activities based on the criteria outlined in the Recipient Agency Agreement. Measure whether PHG has effectively utilized available partners and contractors adequately and appropriately to carry out the activities called for in the RAA.

## **IV. OUTPUTS/DELIVERABLES**

The evaluation will examine qualitative and quantitative measures of actual versus scheduled progress for all target indicators. The evaluation will analyze existing reports, and will obtain additional insights through informal and formal interviews, focus group discussions and participatory rural appraisals.

From this information, the Evaluator will prepare a report focusing on: (a) the impact of PHG's project in relation to baseline indicators, targets and key assumptions; (b) reasons why targets were achieved or not; (c) significant trends and differences between planned and actual performance; (d) the roles of beneficiary participation, feedback and inter-sectoral and governmental cooperation in activity implementation.

The evaluation will examine the qualitative and quantitative measures of actual *vis a vis* scheduled progress for all targeted performance indicators (refer to the Project's Monitoring and Evaluation Plan). The progress under each intervention is summarized in monthly reports.

The report and results will be discussed with PHG and ACDI/VOCA. ACDI/VOCA must approve the report before it is accepted and any final invoice is paid.

## **V. TIMING**

The evaluation shall begin in January 2003 and should be completed no later than February 21<sup>st</sup>, 2003 (see section IX for time details). PHG will solicit bids from competent evaluation companies/agencies and evaluate offers with an ACDI/VOCA representative.

The Evaluator(s) and PHG will work together to complete a detailed schedule for the evaluation, which will be submitted to ACDI/VOCA prior to the beginning of the evaluation for approval. The Evaluator will travel with representatives of PHG (and at times ACDI/VOCA) to selected project sites. Representatives of the Ministry of Agriculture and other stakeholders (i.e. PWA) should participate when possible/relevant. Any delays in the evaluation schedule due to closures, curfews or other uncontrollable incidences should be reported to PHG and ACDI/VOCA immediately.

## **VI. PREPARATION**

Prior to commencement of field visits, the consultant is expected to have read and comprehended project documentation. Available documents for reference include:

- ACDI/VOCA's Program Operational Plan
- Recipient Agency Agreement, Amendments and Modification forms
- ACDI/VOCA Proposal Guideline to PHG
- ACDI/VOCA's Reporting and M&E Guidelines to PHG
- ACDI/VOCA's Advisory Committee Terms of Reference and Meeting Minutes
- PHG Project Plan
- PHG M&E Plan, log frame and Tracking System
- PHG base line report
- PHG Monthly Progress Reports
- PHG Quarterly Progress Reports
- Relevant PHG and Partner Files and records

## **VII. REPORT FORMAT**

This will be determined later in agreement with the Evaluator(s)

## **VIII. RELATIONSHIP AND RESPONSIBILITIES**

ACDI/VOCA West Bank/Gaza field office is the main client for this contract. PHG Project Manager and ACDI/VOCA's Operation's Manager will act as liaison for the client during the performance of this evaluation.

The evaluation individual/company must be familiar with the unique aspects inherent in evaluating such activities. Evaluation staff must also be able to speak, read and write in both English and Arabic. This is due to the fact that some materials and/or documents in the PHG, and ACDI/VOCA offices and/or sub recipient agencies are in English or Arabic, and that some staff speak only English or Arabic. The report, however, will be written in English.

The evaluation individuals/company must respect and keep any confidential information related to this program and funded project beyond any reach of third party.

## **IX. TERMS OF PERFORMANCE**

The effective date of this contract will be the date of the PHG signature and ACDI/VOCA approval. The field work for the evaluation may be conducted as soon as possible but is expected to begin in January 2003 and the final report is due no later than February 21, 2003.

The evaluation company shall issue a draft interim report seven (7) calendar days after completion of the evaluation field work which is expected to be for twenty (20) calendar days. This report shall be submitted to PHG in Al-Ram office and/ or Ramallah office and ACDI/VOCA in Ramallah and/or Beit Hanina and is subject to written comments by PHG and ACDI/VOCA. The client will have seven (7) calendar days to review the draft interim evaluation report and findings and submit comments or written request for clarification or elaboration to evaluator.

The final report with the recommendations will be submitted seven (7) calendar days after the evaluator has received formal feedback on the draft evaluation report.

The Evaluator(s) shall submit copies of the final report as follows:

Furnished in English to:

ACDI/VOCA = 3 English copies

PHG = 3 English copies

Ministry of Agriculture = one English copy

## **X. PAYMENT**

The contract will be at a fixed rate (inclusive of all fees, costs and VAT). Payment will be as follows:

PHG will make payment as follows:

33% at evaluation start

33% at submission of interim report

34% at submission of final report

## **XI. Contacts**

The contact information is as follows:

### **PHG Contact Person:**

***Mr. Sami Daoud/ Project Manager and/ or Dr. Ayman Rabi/ Executive Manager***

Tel. (09) 233-2446

Tel. (02) 656-5890

E-mail: [phgn@hally.net](mailto:phgn@hally.net)

[phgrabi@yahoo.com](mailto:phgrabi@yahoo.com)

### **ACDI/VOCA Contact Person:**

Taghrid Lahham, Operations Manager

Kristen Turra, Compliance/M&E Manager

Al-Wataniah Towers

34 Al-Bireh Municipality St.

Suite 204, Ramallah

Tel. (02) 240 8055/56 Fax nr. 240 8057

E-mail: [taghrid@acdivocawbg.org](mailto:taghrid@acdivocawbg.org)

[kturra@acdivocawbg.org](mailto:kturra@acdivocawbg.org)

## **Annex B:**

### **Evaluation Plan and Methodology Applied**

#### **BACKGROUND**

The external evaluation aims at providing a first hand account of Palestinian Hydrology Group (PHG) work to improve food security for Palestinians in the West Bank villages and communities in or around Al-Nassaria, Al-Aqrabaniya, Tammoun, Al fara'a, Jeftlik, Beit Hassan, Kherbat Al-Dayarna, and Ein-Shibli, Albathan, Froush Beit Dajan (smaller villages) under the ACDI/VOCA 416(b) Program Recipient Agency Agreement (RAA). The program was started on August 1<sup>st</sup>, 2001 and ended on December 31<sup>st</sup>, 2002. The program targeted farmers in poor and at risk areas suffering from drought conditions and rural families who benefited from increased water resources, increased size of land cultivated and income generation through labor created by the program's different activities.

The current evaluation will assess and document the progress, relevance, efficiency, effectiveness, impact and sustainability of the different activities carried out by the project, particularly its impact on food security. The evaluation will focus on the qualitative impact of the quantitative outputs achieved by the project.

The PHG has commissioned Bena' for Institutional Development to conduct the current external evaluation. The evaluation plan aims at describing the methodology that will be used by the evaluators including the different phases of the evaluation, the evaluation criteria, the sample selection criteria and the different tools that will be used. In addition, the plan aims at presenting the structure and content of the final report

#### **METHODOLOGY**

The methodology is comprised of four main phases:

- First Phase: Preparatory meetings and Desk research
- Second Phase: Field Research
- Third Phase: Analysis and Report Writing
- Fourth Phase: Presentation of final report including findings.

##### **1. Preparatory Meetings and Desk research Phase:**

- Elaboration of detailed ToR and engagement of evaluation team.
- Briefing meetings with PHG and ACDI/VOCA representatives.
- Desk assessment of the different project documents that include:
  - a. Project Proposal and Logframe
  - b. Project Implementation Plan

- c. Final Report
  - d. Quarterly reports
  - e. Tracking System
  - f. M&E Plan
  - g. PHG Baseline Report
  - h. Recipient Agency Agreement, Amendments and Modification Forms.
  - i. ACDI/VOCA Advisory Committee ToRs
- Preparation and planning of the field work including:
- a. Set up and briefing team members and field researchers (orientation)
  - b. Development of the Evaluation Criteria
  - c. Development of Sample Selection Criteria
  - d. Development of the interview guide on the qualitative data to be collected from the field.

## 2. Field Phase:

### ***Evaluation Team:***

Jehad Atyani	Bena' CEO	12 years of experience in capacity building and institutional development areas. Worked heavily with NGOs, Private and Public sectors. Industrial Engineer with MBA.
Shuaa Marrar	Consultant/Team Leader	7 years of community development experience, program development and management, Gender Specialist and Trainer. BA Business Administration and MA candidate Gender and Development.
Rana Husari	Economic and Statistical expert.	2 years of experience in economic impact and statistical analysis and research. BA and MA in Economics.
Faeq Kharraz	Field Researcher	2 years of experience in field research, food technology, quality management and rural development. MA in Sustainable Agricultural Development and BA Agricultural Engineer and passed the 9-month training course with PARC.
Mohammad Odeh Mlehat	Filed Researcher	1-2 years of experience in rural development. Higher Diploma in Rural Development and Agricultural Extension. BA in Agricultural Engineering.

### ***Evaluation Criteria:***

The standard evaluation criteria comprised of the following elements will be used in the current evaluation that will include:

- Relevance:
- Efficiency:
- Effectiveness:
- Impact:
- Sustainability:

The criteria will form the main body of the evaluation report and will be presented in a logframe summarizing main points.

### ***Sample Selection Criteria:***

The project was basically implemented in the Northern region of the West Bank, specifically in Nablus and Tubas. In addition, the project was implemented in a focused area with a balanced type of activity implementation. Accordingly, a typical sample was found as most appropriate. Three typical locations were selected. This means that the sample size will form about 30% of the total population which is more than sufficient as representative sample.

The following is our selection criteria:

- Locations with high intensity of activities, locations with less intensity.
- Variations in population size.
- The three locations to cover all types of activities implemented in the program.

<b>Location</b>	<b>Population</b>	<b>Activities implemented</b>
Beit Hassan	2000	Canals, springs, well rehabilitation, agricultural cisterns, pools and training.
Al-Nassariah	1200	Canals, well rehabilitation, agricultural wells, pools and training.
Khirbet Al-Darayneh	600	Canals, domestic well, pools and training.

### ***Types of interviews:***

The number of interviews needed, will be based on the number of activities implemented and number of beneficiaries in each area. The number of interviews will be proportioned to the number of beneficiaries in each district.

3 types of interviews will be conducted:

- Formal and informal interviews with different stakeholders in the locations selected that would include: PHG Representative, local council members, representative of

MoA and PWA, where applicable, representatives of other relevant organizations working in the location (see annex A).

- Individual interviews and focus groups with beneficiaries including: farmers, women, labor generated during the project (see annex B).
- Selective interviews with non-beneficiaries including, farmers, women, labor who comply with the selection criteria of PHG (see annex C).

**Time Frame for Field Research:**

Location	Activity	Time Frame
<b>Beit Hasan:</b>	<ul style="list-style-type: none"> <li>- Hold a meeting with stakeholders.</li> <li>- Hold a meeting with beneficiaries (fill questionnaires + focus group discussion)</li> <li>- Selective Interviews with non-beneficiaries.</li> </ul>	1-2 working days.
<b>Al-Nassariah:</b>	<ul style="list-style-type: none"> <li>- Hold a meeting with stakeholders.</li> <li>- Hold a meeting with beneficiaries (fill questionnaires + focus group discussion)</li> <li>- Selective Interviews with non-beneficiaries.</li> </ul>	1-2 working days
<b>Khirbet Al-Darayneh</b>	<ul style="list-style-type: none"> <li>- Hold a meeting with stakeholders.</li> <li>- Hold a meeting with beneficiaries (fill questionnaires + focus group discussion)</li> <li>- Selective Interviews with non-beneficiaries.</li> </ul>	1 working day

\*\* It is important to note that one extra day is planned in each location to accommodate any delays or reaching problems.

**3. Analysis and Reporting Phase:**

The analysis of the data will be done according to the following steps:

*First:* analysis of the standardized questions that covered all beneficiaries.

*Second:* Analysis of the specific questions targeting each category of beneficiaries.

*Third:* Comparative assessment between quantitative data presented in the final report and the tracking sheet with the qualitative assessment obtained from the field. In addition, comparative assessment will be done between the beneficiaries and the non-beneficiaries.

**4. Presentation of interim and final Reports including findings**

Presentation of the interim report including main findings and recommendations will be held for representatives from both ACDI/VOCA and PHG. A final report will follow.

## **OUTPUTS OF THE EVALUATION: Structure and Content of Final Report:**

The final report of the evaluation will have the following structure:

### I. Executive Summary:

- Abstract:
- Subject of the Evaluation:
- Evaluation Description:
  - Purpose:
  - Methodology:
  - Main Findings:
  - Recommendations:

### II. Main Text:

### III. Conclusions and Recommendations:

- Relevance:
- Efficiency:
- Effectiveness:
- Impact:
- Sustainability:

### IV. Annexes:

- Terms of Reference
- CVs of Evaluation Team
- Methodology Applied
- Logframe of Evaluation Findings
- List of Persons / Organizations interviewed
- List of Documents Reviewed

## Monitoring Worksheet for Stakeholder Interviews

Name of the Site: \_\_\_\_\_ (village and district)

Name of the Interviewee: \_\_\_\_\_

Organization: \_\_\_\_\_

Position of the Interviewee: \_\_\_\_\_

Time of Interview. / \_\_\_\_:\_\_\_\_/

Gender of Interviewee:.

Male.....1

Female.....2 / \_\_\_\_\_/

Did you participate in the planning for the project / were you consulted?

Do you think the project has contributed to direct needs of beneficiaries?

What is your overall impression on the project? why?

What components were the most successful?

What do you think were the main weaknesses?

Do you suggest any alternatives/modifications?

What do you think was the immediate impact of this project?

What do you think was the long term impact of this project?

What aspects of the project do you think are sustainable?

Are you satisfied with the different activities implemented by the program in the locations? Explain Why?

## Monitoring Worksheet for Beneficiary Interviews

### Individual Beneficiaries:

**Name of Beneficiary:**

**Name of the Site:** \_\_\_\_\_ (village and district)

**Time of Interview.**        / \_\_\_\_ : \_\_\_\_ /

**Gender of Respondent.**

Male.....1

Female.....2 / \_\_\_\_\_ /

**Are you the direct beneficiary ?**

Friend or relative.....1

I am the beneficiary.....2 / \_\_\_\_\_ /

**Type of activity participated in:**

.....

**Reason for participation:**

- Increase the area cultivated for domestic/agricultural use
- Increase agricultural seasons
- Increase water resources for domestic/agricultural use
- Increase food resources for household use
- Labor for income generation
- Increase awareness

**How long did you wait to receive this type of service?**

a. / \_\_\_\_ / weeks

b. / \_\_\_\_\_ / months.

**How much does it cost you to have such service?**

**If this service was not provided by the program, would you still pay money to somebody to get this service?**

No.....1

Yes...2 / \_\_\_\_\_ /

**If No, Explain Why:**

/ \_\_\_\_\_ /

**If yes, How much?**

/ \_\_\_\_\_ /

**Please try to estimate your benefit from the program: (please calculate per 1000 NIS)**

- Increase the area cultivated for domestic/agricultural use
- Increase agricultural seasons
- Increase water resources for domestic/agricultural use
- Increase food resources for household use
- Labor for income generation
- Increase awareness

**Are you satisfied with the service you received?**

No.....1

Yes....2 / \_\_\_\_\_ /

**Explain why?:**

\_\_\_\_\_

**Where did you hear about the program?**

a. Village Council

b. Mosque

c. Women's Club

d. School

E. Other \_\_\_\_\_ / \_\_\_\_\_ /

**Are you satisfied with the information provided by PHG about the date and times of implementation, since notified as a beneficiary?**

No.....1

Yes....2 / \_\_\_\_\_ /

**Explain why:** \_\_\_\_\_

**Are you satisfied with the number of times you was visited and kept informed by PHG staff during the span of implementation?**

No.....1

Yes....2 / \_\_\_\_\_ /

**Explain why:** \_\_\_\_\_

**Are you satisfied with the performance and services provided by the program?**

No ..... 1

Yes ..... 2 / \_\_\_\_\_ /

**Explain why:** \_\_\_\_\_

**Are you satisfied with information provided by PHG about who is eligible for the Program?**

No ..... 1  
Yes ..... 2 / \_\_\_\_\_ /

**Explain why:** \_\_\_\_\_

**What were the most successful parts of your project?**

- a.
- b.
- c.

**What were the problems faced in your project?**

- a.
- b.
- c.

**What are the aspects of the project you think will be sustainable after the end of the project:**

- a.
- b.
- c.

**OVERALL, are you satisfied with the overall outputs and results of the Program?**

No ..... 1  
Yes ..... 2 / \_\_\_\_\_ /

**Explain why:** \_\_\_\_\_

**Do you have any suggestions for how we can improve this program/service for you?**

No ..... 1  
Yes ..... 2 / \_\_\_\_\_ /

**Explain:** \_\_\_\_\_

**Thank you for your time today. Your responses will help make the program better for everybody**

**Guidelines for Focus Group Discussion:**

- Explanation of successes/problems.

Farmers  
Women  
Students  
Labour  
Other

- Explanation of valid and invalid additions/deletions to the beneficiary list.

- Explanation of successes/problems with staffing levels during implementation.

- Explanation of any wrong payments made to staff/vendors.

- ❖ Explain action taken.

- Explanation of why beneficiaries had to wait longer than planned.

- ❖ Explain action taken.

- Explanation , had beneficiaries paid their contribution, if any? Is it worth?

- ❖ Explain action taken in case of problems faced in contribution payment.

- Explanation of why beneficiaries satisfied or not satisfied with program.
- What suggestions were made about how to improve the program?
- Explanation, the direct impact of the project / long term impact

Direct impact:

Long Term impact:

- Explanation, the impact of the project on building local capacity
- Explanation, the sustainability of the project
- Explanation, the economic impact of the project on the beneficiaries including family income
- Explanation, the impact of training and awareness conducted on beneficiaries' performance
- Explanation, the impact of the project on the women contribution to certain productive activities/or gaining income
- Explanation, what was the impact of water resources made available as result of the project activities, ex: increased the number of seasons to grow ..etc?

- Did the project in a way or another encourage the participants to act jointly for a common good?
- Did the project in a way or another encourage the individual participants to take initiatives to increase their benefit from the project? How?

**This question is for the Field Researcher to fill in:**

**a. Narrative Description of activities in the site visited.**

**b. How do you evaluate the project impact on the overall food security for the beneficiaries in the site visited?**

## Monitoring Worksheet for Non - Beneficiary Interviews<sup>10</sup>

Name of the Site: \_\_\_\_\_ (village and district)

Time of Interview. /\_\_\_\_:\_\_\_\_/

Gender of Interviewee:.

Male.....1

Female.....2 / \_\_\_\_\_ /

Where did you hear about the project?

a. Village Council

b. Mosque

c. Women's Club

d. School

E. Other \_\_\_\_\_ / \_\_\_\_\_ /

Why did you apply?

\_\_\_\_\_

Why do you think you was not selected?

\_\_\_\_\_

Did any of PHG representatives visit you or your site prior to selection?

Do you think participating in the project could have been useful for you?

No ..... 1

Yes ..... 2 / \_\_\_\_\_ /

If yes, In what aspects: \_\_\_\_\_

If a similar or other project is announced by PHG, would you apply again?

No ..... 1

Yes ..... 2 / \_\_\_\_\_ /

If No, why: \_\_\_\_\_

If yes, why: \_\_\_\_\_

What is your overall impression of the different activities that implemented by PHG in the location? Explain Why?

<sup>10</sup> The non-beneficiaries will be selected from people who have applied for the project but were not selected, using PHG records.

**Annex C:**

**List of People Interviewed (Stakeholders)**

Name	Position	Organizations
<b>Dr. Ayman Rabi</b>	<b>Executive Manager</b>	<b>PHG</b>
<b>Sami Daoud</b>	<b>Project Manager</b>	<b>PHG</b>
<b>Taghrid Lahham</b>	<b>Operations Manager</b>	<b>ACDI/VOCA</b>
<b>Kanaan Al-Soudi</b>	<b>Field Engineer</b>	<b>PHG</b>
<b>Fawzi Abu Jeish</b>	<b>Head Of Soil and Irrigation Section</b>	<b>Ministry of Agriculture</b>
<b>Khaled Jaber</b>	<b>Engineer/Projects Coordinator</b>	<b>UNDP Regional Planning Committee</b>
<b>Nemer Kassab</b>	<b>Head of Local Council</b>	<b>Al-Nassarieh.</b>
<b>Khaled Hamdan</b>	<b>Head of Local Council</b>	<b>Beit Hasan</b>
<b>Faiz Husein</b>	<b>Member of Ein Messkeh Committee</b>	<b>Ein Messkeh</b>

## **Annex D:**

### **List of Document Reviewed**

#### ***PHG Documents:***

- Project Proposal and Logframe
- Project Implementation Plan
- Final Report
- Quarterly reports
- Tracking System
- M&E Plan
- Project Baseline Report
- Recipient Agency Agreement, Amendments and Modification Forms.
- ACDI/VOCA Advisory Committee ToRs

#### ***External Documents:***

- Poverty Report 2002.
- Palestinian Human Development Report 2002.
- Gender Assessment Manuals: Framework of "Gender Assessment Studies", ISSAS Institute of Social Studies Advisory Service, Development Cooperation Information Department, Ministry of Foreign Affairs, Netherlands.

## Annex E:

### CVs of Evaluation Team

# Jehad Atyani (Consultant)

P.O. Box 4274, Ramallah, West Bank, Tel: 02-298-8277, Fax: 02-298-8278, Cell:  
059-272 605, E-Mail: [jatyani@hotmail.com](mailto:jatyani@hotmail.com)  
[consult@bena-pal.com](mailto:consult@bena-pal.com)

**Citizenship:** Palestinian

**Civil Status:** Married, three children

### Professional Profile

- Fully Fluent in Arabic and English
- Highly developed writing and analytical skills
- Excellent computer ability, and familiarity with most software packages
- ***Needs assessment, Capacity Building, Institutional Development and strengthening***
- Worked in all aspects of Industrial and Trade Development
- Industrial Project Preparation and Appraisal.
- ***Enterprise restructuring.***
- Business planning and development.
- Business Evaluation and Financial Analysis.
- ***Project and program Evaluation.***
- Trade Development.
- ***Human Resource Development and Training.***
- Total Quality Management and Quality Assurance.
- Marketing Management.
- Product and Process Design.
- Certified Internal Quality Auditor.
- Operations Management.
- Cost Reduction and Productivity Increasing.
- ***Organization Design and Development.***
- Individual and Group Behavior in the Organization.
- Marketing (Strategies, Channels, Research, etc).
- Corporate and project Financing.
- ***Business Analysis and Evaluation.***
- Project Management, implementation and evaluation from a funders perspective
- Investment and trade promotion, Technology transfers.
- **SMEs Specialist:** SME Sector in Palestine (In-depth analysis and evaluation) Maximizing Net Present Values of SME project by Optimizing Technical Project Design and supporting sector initiatives.
- Multi and bilateral international economic and technical development Co-operation.

## ***PROFESSIONAL EXPERIENCE***

<p><b>April 2001 – present</b></p>	<p><b>President &amp; CEO</b>  <b>Bena' for Institutional Development Consulting Co.</b>  <b><i>Integrated Capacity Building &amp; Quality Management Solutions</i></b>          Ramallah, West Bank          Bena' is a leading Palestinian Consulting Firm, of management and capacity building, offering a broad range of consulting and strategic advisory services to private, public sectors and <b>NGOs</b> in various fields.</p> <p>Bena' specializes in providing an extensive range of experience and expertise in Institutional Development, Needs Assessment, Business Planning, Investment, Capacity Building and environmental matters.</p>
<p><b>March 1997 – April 2001</b></p>	<p><b>Vice President, Partner &amp; Senior Consultant</b>  <b>Industrial Details (ID) Consulting Co.</b>          Ramallah, West Bank          ID is an Industrial Management Consulting firm providing an integrated Total Quality Management Solutions.</p>
<p><b>Aug. 1999 – Oct. 2000</b></p>	<p><b>Technical Director – Capacity Building, Sector Development</b>  <b>Palestine Trade Center (Paltrade)</b>          Ramallah, West Bank</p> <p><b>Paltrade</b> is a non-profit membership-based export –oriented organization. Paltrade started by taking an important role among the private sector institutions for the quality of its services and its leading role in defending the interests of the private sector and working on achieving a better environment for its activities.</p> <p>Paltrade recognized that many of the constraints to the development of Palestine exports are supply-side related and that addressing these constraints requires thoughtful identification and implementation of appropriate strategic approaches to Sector Development and Capacity Building.</p> <p>The first step to start with was a complete Management Restructuring of Paltrade as institution. The main objective of this process re-engineering and organization restructuring, which started by <b>needs assessment</b> of the organization, was to build the capacity inside Paltrade and develop an <b>institutional framework</b> within which Paltrade can build a <b>sustainable capacity to address its needs and articulate its interests</b> by providing competitive sustainable services to its members and improve the communication between the Palestinian private sector and public sector decision-making bodies through increased organized participation by the Palestinian private sector in policy dialogue.</p>

	<p>Based on detailed mapping and analysis of the organization's objectives and mission, a full <b>Diagnostic Study and Development Business Plan</b> was prepared, discussed and approved by the Board.</p> <p>As a result, the following was created and implemented for Paltarde:</p> <ul style="list-style-type: none"> <li>- Anew Organizational Structure,</li> <li>- Personnel Policies and Procedures,</li> <li>- Work Procedures,</li> <li>- Man Power Planning,</li> <li>- Jobs Specifications,</li> <li>- Jobs Description,</li> <li>- Job Grading,</li> <li>- Annual Work Plans,</li> <li>- Projects' Tracking System,</li> <li>- Performance Indicators,</li> <li>- Budget Planning,</li> <li>- Human Resource Development</li> </ul> <p>A sample list of projects I devised and implemented, includes:</p>
	<p><b><u>-SMEs Study in the West Bank &amp; Gaza.</u></b></p> <p>Together with an Irish Consultant, we went through a deep analysis and study of the SMEs in Palestine. The assessment for this sector, which took 30 working days, provided useful information on the following:</p> <ol style="list-style-type: none"> <li>1. SMEs business environment.</li> <li>2. Internal Constraints and Bottlenecks to growth on structure and operations.</li> <li>3. Growth potential and success stories of SMEs in Palestine.</li> <li>4. Identification of Investment Opportunities and possibilities for joint ventures with foreign companies.</li> <li>5. Action plan and recommendations.</li> </ol> <p><b><u>B. Workshop on SMEs 29 May – 2 June 2000/ Turin- Italy:</u></b></p> <p>Improving the performance and competitiveness of Arab Small and Medium Enterprises in the Global Economy.</p>
	<p><b>Haifa Trade Exhibition</b> – Promoting Palestinian Products in the Israeli Market. More than 60 Palestinian companies of different sectors participated. This project was funded by USAID.</p>
	<p><b>Israeli Quality Standard “TAKEN Project”</b>- as a result of Haifa Exhibition, a technical and managerial program have been designed to qualify certain Palestinian companies to comply with the Israeli Standards “TAKEN”. About <b>40</b> Palestinian companies registered for this program.</p>
	<p>Create the link and Cooperation between Palestine Standard Institute (PSI) and Paltrade for the benefit of the private sector members.</p>
	<p><b>Power Sector Assessment in Palestine</b>- Working as a local counterpart to the international recruited IFC Expert, we were engaged in preparing a detailed profile for the Power Sector In Palestine. Work has focused on fact-finding and stakeholder interviews. Conclusions, observations and recommendations are then drawn.</p>
	<p><b>ITC -International Trade Center</b> – Trading mission to Palestine. Review and update the Country Profile for Palestine.</p>
	<p><b>ITC- UNESCO – Paltrade</b> joint project for developing Hand-crafts Sector in</p>

	Palestine. Project design and preparation.
	<b>Processed meat in Palestine-</b> Qualifying 12 Palestinian Processed Meat Companies to meet the regional export requirements and standards.
	<b>Arab Buyer – Sellers meetings-</b> Organize and manage the Palestinian companies' participation in these meetings. Companies from the following sectors have successfully participated: <ul style="list-style-type: none"> <li>• Pharmaceutical sector.</li> <li>• Food sector.</li> <li>• Chemical sector.</li> <li>• Garment and Textile Industry sector.</li> </ul>
	<b>JETRO:</b> Design, manage and implement a project Funded by Japan for Developing Palestinian Garment and Textile Sector.
	Cleaner Production (UNEP).
	Comdex 2000 – Exhibition for IT Companies in Israel.

Sep. 96 – July 99	<p><b>Capacity Building Advisor</b>  <b>Center for Private Enterprise Development (CPED)</b>  Ramallah, West Bank</p>
	<p>The European Palestinian Business Center, (The Center for Private Enterprise Development (CPED) Commenced Operation on September 1996.</p> <p><b>CPED</b> focuses on work in the area of <b>Institutional Development</b>, company development, industrial development and the promotion of EU Instruments.</p> <p>These projects were implemented on <b>cost sharing grant scheme</b>. My responsibilities, as <b>a local counter part</b>, include:</p> <ul style="list-style-type: none"> <li>- Direct all <b>capacity building</b> and other related development activities in the West Bank and Gaza.</li> <li>- Assist in developing and implementation of all CPED <b>workplans, policies, procedures, and programs</b></li> <li>- Design and development of the <b>operational manual</b> according to guidelines established by EU.</li> <li>- Promote the <b>services</b> of the Center.</li> <li>- <b>Communicate</b> with EU staff and our clients</li> <li>- <b>Evaluate</b> and determine the most appropriate strategy to maximize the results of the project.</li> <li>- Review, evaluate and approve all <b>grant applications</b> and recommend those that satisfy requirements of our <b>eligibility criteria</b>.</li> <li>- Prepare the terms of reference for any development project.</li> <li>- <b>Evaluate proposals</b> submitted by local and international consulting firms.</li> <li>- <b>Assign and supervise consultants</b>, review their work and respond to their reports and facilitate their communication with our clients.</li> <li>- <b>Follow up and measure the impact</b> of our assistance on the performance of the client.</li> <li>- Participate in all management and technical meetings.</li> </ul> <p>Identifying the <b>specific needs</b> of the client. <b>Diagnostic study</b> and <b>Business Plans</b> will provide the client with the information necessary to</p>

	develop an action plan to improve the efficiency and build <b>sustainable capacity</b> inside the institutions.
	<p><b><u>The first stage of the project was the:</u></b></p> <p><b><u>Sectoral Development Studies:</u></b> these provided an <b><i>in-depth assessment</i></b> of selected Palestinian Industry and Service Sectors by International Consultant who were highly – knowledgeable about these activities on a world wide basis.</p> <p>The out put of this component was an <b><i>analysis of the capabilities and needs</i></b> of the sector in Palestine as well as a plan for how these capabilities can be maximized, given the constraints under which Palestinian Organizations Operate, their ability to accept such challenges, and the financial limitation of the project. Studies were market-led rather than supply-led.</p> <p>Based on <b><i>Sectoral Needs Assessment</i></b>, the following are the sectors that have been analyzed and studied in close coordination with each <b><i>Sector Association</i></b>,</p> <ol style="list-style-type: none"> <li>1. Information Technology.</li> <li>2. Clothing and Textile.</li> <li>3. Pharmaceuticals.</li> <li>4. Packaging industry.</li> <li>5. Marble and stone.</li> <li>6. Leather and Footwear.</li> <li>7. Tourism Sector.</li> <li>8. Food Sector.</li> </ol>
	<p><b><u>The second stage was:</u></b> <b><i>Company Diagnostic Studies and Business Development Planning</i></b>, which were derived from the Sectoral Development Studies” <b><i>Needs Assessments</i></b>” and through independent approaches for assistance to the center.</p> <p>These studies were significantly analyses in terms of what a company’s performance have been, is currently, and has the potential to be in the future, given the recommendation in <b><i>Sectoral Development Study</i></b>.</p> <p>Considerable interaction was taking place with company management in the course of the Diagnostic Study, and ex-post assistance was also provided to enable the company to decide how best it can achieve its objectives with CPED assistance. This was expressed in the form of an Enterprise Development Plan. During the project period, more than <b>150 institutions and firms</b> were involved in the “<b><i>Diagnostic Study Stage</i></b>”.</p> <p><b><u>The third stage is implementation;</u></b> implementation involved the realization of all the preparatory work. More specifically, it was the point at which the <b><i>Cost Sharing Grants Scheme</i></b> was implemented in support of industrial development and company development activities. The Cost Sharing Grants Scheme was thus the key to putting industrial development and company development to work in support of the objective of the project.</p> <p>Up till the end of this project, I was able to manage about <b>250</b> different projects in different sectors. These projects dealt with individual institutions and firms as well as on <b><i>a sector approach level</i></b>.</p>

Nov. 1994 – May 1997	<b>Planning and Development Manager</b> <b>Sinokrot Food Company Ltd.</b> Ramallah, West Bank
	In addition to being in charge of Planning and development for Sinokrot, I was the manager for Sinokrot's ISO 9000 certification.
Jan. 1994 – Nov. 1994	<b>Planning and Control Manager,</b>  <b>Jerusalem Pharmaceutical Company</b> Ramallah, West Bank
Sept. 1991 – Dec. 1993	<b>Deputy Chairman and Senior Advisor</b> Muneer Sukhtian Industrial Group (MS Group), Amman Jordan.

### **Education**

International Executive MBA  
Joint program of Kellogg Graduate School of Management, Northwestern University,  
and Recanati Graduate School of Management, Tel Aviv University  
Summer 2001

Certified Internal Quality Auditor  
American Society for Quality Control (ASQC)  
1994

Bachelor of Engineering (Industrial Management)  
College of Engineering, University of Jordan  
Spring 1991

### **Memberships / Professional Associations**

American Institute of Industrial Engineering; American Society for Quality Control (ASQC); Palestine Engineering Association; Palestinian Consultants Association (Mustashar); Alumni Associations of: Northwestern University (Kellogg Graduate School of Management), Tel Aviv University (Recanati Graduate School of Management), University of Jordan (College of Engineering).

# Shuaa Marrar

## (Consultant/Team Leader)

E-Mail: [consult@bena-pal.com](mailto:consult@bena-pal.com)

[smarrar@palnet.com](mailto:smarrar@palnet.com)

- **Nationality:** Palestinian
- **Marital status:** Married with one daughter.

### OBJECTIVE

Seeking a management position where 7 years of experience in **Development, Gender Issues** and **Capacity Building** will contribute. Extensive volunteer and non-profit experience.

### CAREER PROFILE

- Proven **management** skills, particularly project management. Ability to prioritize, to meet deadlines, manage several tasks simultaneously and work under high pressure.
- Ability to **develop action plans** for implementation. Successfully, developed the three - year National Action Plan Against Corruption under the supervision of the General Coordinator of AMAN Coalition. In addition, developed the action plan for the Education Action Project with the Ministry of Education and the World Bank.
- Experience in **gender training** for people of all ages. Successfully, trained with a number of local organizations such as the Women's Affairs Technical Committee, Birzeit Continuous Education and Women's Unit in the General Labor Union.
- Has the **motivation for initiation** and implementation of additional activities that would contribute to the achievements of the organization. Initiated and supervised a big market for women "Souk Al-Karmeh" with the Women's Affairs Technical Committee in support to women's economic activities. In addition, planned and supervised the end of project activities and publications with the British Council that also included organizing two conferences, one in the West Bank and one in Gaza.
- Superior **communications skills**. Ability to represent, relate and communicate with local and international audiences. Fluent in English, Arabic and Turkish.

### EXPERIENCE

#### The Coalitions for Accountability and Integrity – AMAN

**Projects Coordinator: September 2001 – November 2002.** *Duties included:*

- Develop the three-year National Action Plan Against Corruption under the supervision of the General Coordinator.
- Develop Project proposals for fund raising for the ongoing activities.
- Prepare progress reports, action plans and any other relevant documents required by the Project Committee and different donor agencies.
- Prepare terms of reference and contracts with different service providers relevant to Project activities.
- Attend meetings and participate in events relating to project activities, representing the Project in these activities.

- Supervise the overall implementation of the Project activities. Supervise and direct project staff.
- Ensure that the project is managed and implemented within a budget, forecasting future expenditures and ensure proper coordination and reconciliation with the Finance Department.
- Develop and supervise all printings and publications of the Project including the website.
- Supervise the files and documentation of all Project activities.

**The World Bank,**

**Short-Term Consultant: Technical Assistance to the Ministry of Education in Preparation for the Education Action Project (EAP). Sept. 2000 - December 2000. Duties included:**

- Review of all Project documents including the Project Appraisal Document and the Suggested Implementation Plan and compile all suggested amendments and points for negotiation.
- Prepare the Action Plan for the first year of the project implementation including indicators of success.
- Prepare an initial Technical Assistance plan for the first year, including terms of reference for the required consultancies.

**The British Council,**

**Project Manager: DFID / BC Education Project Sept. 1999 - Sept. 2000. Duties included:**

- To ensure that the project maintains focus, sustainability and that inputs are meeting agreed outputs in line with project's logframe.
- To meet with the beneficiary to plan project inputs, assess project progress, and identify required technical assistance (both local and international).
- To prepare progress reports, action plans and other relevant documents.
- To prepare terms of reference and contracts for local consultants and agree them to the satisfaction of the beneficiary.
- To initiate and participate in key meetings, necessary for assessing progress, plan future activities and make amendments to original plans if necessary.
- To provide consultancy to the beneficiary where appropriate.
- To ensure that the project is managed through proper Financial Management and forecasting local expenditures in addition to monitoring and reviewing expenditures stated in the monthly financial reports and ensure reconciliation with the finance department.

**Women's Affairs Technical Committee (WATC),  
Ramallah - Palestine.**

**1) General Coordinator: Advocacy for Equal Rights Project. June 1998 - Aug. 1999. Duties Included:**

- Supervise the overall implementation of the project activities.
- Supervise the day-to-day activities of the different sections of the project include: local and international networking, project publications, project training program and supervise the work of 24 field coordinators in the West Bank and Gaza.
- Prepare the overall work plan and budget.
- Prepare project reports and supervise financial expenditures.
- Assist the subcontractors to put forward their action plans and forecast their required budget.
- Conduct regular visits to the regions to follow up on project implementation.

- Provide the field coordinators with guidance on field activities and consultation on how to overcome the problems and challenges faced in the field.

**2) Head of Media and Public Relation Department. 1997 – 1998. Duties include:**

- Overseeing the implementation of the department's activities, which included 4 main projects: a daily radio program, a TV program, a bi-weekly newspaper supplement and documentation.
- Development of program plans for discussion with different donors.
- Development of different projects documents.
- Supervision and follow up of projects.
- Management of projects' finances and budgets.
- Preparation of progress and final reports.
- Development of plans for future development of the on-going projects and supporting the development of the next year's proposal accordingly.

**3) Project Coordinator: Local and International Networking Project. 1995 – 1997. Duties included:**

- Supervise the overall implementation of project activities.
- Networking: responsible of WATC's local and international communications including establishing contacts with different donors. Other contacts included exchanging information on women's experiences, exchanging material and building WATC's self-learning facility. Communications were also initiated with Arab women activists and arrange for workshops to exchange the experience with them.
- Lobbying activities: coordinate and arrange for meetings including lobbying with political parties and PNA officials for more consideration to gender issues in the new Palestinian laws. This required coordination between different women groups and organizations.
- Writing reports and plans: preparation of all action plans and narrative reports required throughout the project implementation in addition to annual reports and proposals.
- Publications / Leaflets: issue newsletters, in English and Arabic, in addition to simple language leaflets on women's on women's human rights concentrating on the gender gaps in the Palestinian society. These leaflets are currently used as training materials in different projects.
- Training coordination: coordinate and supervise training workshops on human rights education and gender analysis.
- Preparation of press releases: issue press releases both in English and Arabic and circulate them to local and international institutions and media centers.
- Electronic media: supervise and operate email and internet communications including preparation of materials for creating and updating the Website.

**Human Rights Education Campaign (AMNESTY), Beit Hanina.**

**Program Coordinator: Human Rights Education Program. April - Sept. 1997. Duties include:**

- Leading the West Bank team for the implementation of the different project activities.
- Setting timely plans for implementation.
- Follow up on the group's work plan.
- Writing progress reports.
- Coordinating for joint activities with local organizations.
- Coordinating of training courses on human rights education.
- Preparation of the campaign's brochure, newsletter and compiling material for a training manual on human rights education.

## Free Lance Consultant / Trainer

### **Proposal Writing: Arab Thought Forum (ATF). June 2002. Duties included:**

- Writing a proposal for funding according to donor guidelines.
- Develop a preliminary implementation plan.

### **Project Assessment: Palestinian Working Women Center for Development (PWWCD). May 2001. Duties included:**

- Evaluation of 3 projects according to set indicators and in terms of achieving goals and objectives.
- Writing a proposal in English according to donor guidelines for funding.
- Translation of donor guidelines and developing the necessary frameworks for report writing.

### **Gender Trainer:**

#### **1) Birzeit Continuous Education. June 1999. Two training Courses. Duties Included:**

- Preparation of the training manual and materials according to the target group needs.
- Preparing evaluation forms.
- Preparing a final report with the training pack and submit it to the institution.

#### **2) Women's Unit at the General Labor Union. May 2000. One Training Course. Duties Included:**

- Preparation of the training manual and materials according to the target group needs.
- Preparing evaluation forms.
- Preparing a final report with the training pack and submit it to the institution

## EDUCATION

### **Birzeit University (BZU), Palestine**

**MA: Master Candidate: "Women Law and Development". 1999 – Present.** Currently, working on graduation thesis.

### **Eastern Mediterranean University, (E.M.U), North Cyprus.**

**BA: Bachelor of Business Administration (BA). 1991 – 1995.**

- Standing: High Honors, CGPA: 3.94 / 4.00.
- Ranking: First in the Faculty of Business and Economics.

## COMPUTERS

Proficient knowledge of: WinWord, Excel, Page Maker, Email and Internet. Able to learn and leverage new skills quickly.

## PROFESSIONAL AFFILIATIONS

**Board of Directors: July 1999 – Present.** Women's Studies Center (WSC) - Jerusalem.

**Member: April 1996 – Present.** Member of the General Union of Palestinian Women.

# **Rana M. Husary**

## **(Economist and Statistician)**

### **EXPERIENCE:**

2002-Present:

Economic Researcher, Economic Policy Programme-DFID funded project implemented by the Ministry Of Economy, Trade and Industry

1995-2001 :

Research and teaching Assistant in the Economic Department of Birzeit Univ. Job Description: I helped undergraduate students in understanding assigned materials, solving complex problems, and helping them in conducting their researches and seminars. Also I helped the faculty members in their lectures and discussion classes.

1998-2001 : Conducting Several Researches including the following tasks:

- Questionnaire Design
- Data Collection
- Data Analysis
- Statistical Projections

### **Related Research:**

2000-2001 : World Trade Organization (WTO) and Developing Countries:  
This research aims to examine whether the outcome of the Uruguay Round opens up new prospects for trade relations between the industrialized and developing countries which can improve the world trade position of the developing countries in the interest of their development goals.

2000-2001 : Productivity in Manufacturing Industry in Palestine:  
It was an empirical research which aimed to implement the economic theory that is related to the productivity (labor productivity) in manufacturing industry in Palestine. It is concerned with studying and evaluating the reality of labor productivity in the Palestinian industrial sector. It focused on determining and analysing the most important elements that affect the labor productivity (statistical analysis was used).

1998-1999 : High Rates of Population Growth and Dependency Burdens in Egypt:  
It aims on examining many issues that are relating population growth to the economical development. It presents some well-known economical models and hypothesis regarding the causes and consequences of rapid population growth in contemporary LDCs (Egypt). It was concluded that modern prospect for solving

the problem of population growth is related directly to the participation of individuals themselves in an effective and perceivable way in order to limit this very rapid growth.

*In addition, was involved in many researches that need statistical analysis and empirical implementation, such as demand for Water in Palestine (using the economical theory of elasticity), Socio-economic Survey pertaining to "Adaptation of Poor Families in the Palestinian Camps with their bad and terrible conditions, and Trade Choices for the Palestinian Economy....etc.*

## **EDUCATION:**

- 1998 – 2001: M.A. degree in Economics with an average of 93%.  
Birzeit Univ., Birzeit, Palestine.
- 1991-1995.1 : Bachelor degree of Economics "Deans List"  
Birzeit Univ., Birzeit, Palestine.
- 1990-1991 : Jordanian General Certificate of Education (Tawjihi)  
Science stream with 88.3% average.  
Lutheran School of Hope, Ramallah, Palestine.

## Mohammad Oudeh (Field Researcher)

### EXPERIENCE

3/9/2001 1/1/2002	–	<b>UNDP &amp; Ministry of Planning &amp; cooperation</b> field worker in Participatory Poverty Assessment Project (PPAP)	Nablus- Palestine
1/10/2002- 31/12/2002		<b>Palestinian Hydrology Group(PHG) &amp; (ACDI/VOCA):</b> Drought Preparedness & Mitigation Project. <ul style="list-style-type: none"> <li>• Training and Awareness Program coordinator.</li> <li>• Project Supervisor</li> </ul>	North of WestBank- Palestine

### EDUCATION

2000-2001	<b>Alquds University:</b> High Diploma in Rural Development and Agricultural Extension.	Jerusalem- Palestine
1994-1999	<b>An-Najah National University:</b> B Sc Plant Production and Protection- Faculty of Agriculture	Nablus- Palestine
1993-1994	<b>Qadri Tuqan Secondary School:</b> Secondary School Certificate (Altawjihi)	Nablus- Palestine

### Related Skills

Sept. 3-15/2001 ( 90 hours)	<b>Birzeit University – Programme of Development studies:</b> Course of Participatory Poverty Researchs ( concepts & methods)	Ramallah-Palestine
2000-2001	<b>Alzababdeh Training Center:</b> Computer Skills: MS Office 2000. Report Writing Skills. Business Communication Skills. Participatory Rapid Appraisal (PRA) Project Management.	Alzababdeh- Palestine
2000	<b>Agricultural Cooperative Union (ACU):</b> Diploma of Olive Oil Taste and Classification.	Nablus- Palestine
1999	<b>Birzeit University – Center For Environmental Health and Science:</b> Integrated Pest Management ( IPM )	Ramallah-Palestine

# Faeq Kharraz

## EXPERIENCE:

2002-2003	<b>Palestinian Agricultural Relief Committees (PARC)</b> Volunteer with PARC and finished the 9-month course in Al-Zababdeh. Quality management systems (ISO 9000) Environmental Management System (ISO 14000) Resource Management Systems. Food Technology and Basic Food Hygiene. Design Sanitary Landfill and Suitable Ways of Disposing Fluid Waste.	Tubas-Palestine
2001	<b>The Mediterranean Agronomic Institute of Bari</b> Improvement of Extension Services to Develop Organic Agriculture.	Bari - Italy
1999 - 2001	<b>Al-Juneidi Modern Nursery:</b> Work experience and a trainee.	Nablus- Palestine

## EDUCATION:

2001	<b>The International Center for Advanced Mediterranean Agronomic Studies - The Mediterranean Agronomic Institute of Bari</b> Certificate of Advanced Studies in (Sustainable Agriculture Development).	Bari - Italy
1994 - 1999	<b>Al-Najah University</b> BSc. Plant Production and Protection, Faculty of Agriculture Engineering.	Nablus- Palestine