



United Nations Entity for Gender Equality
and the Empowerment of Women

Evaluation Report

UNIFEM occupied Palestinian territory
SABAYA Programme



2010





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Foreword on SABAYA Programme Evaluation

This report presents the results of an evaluation of the rural women empowerment programme, SABAYA, the largest programme of the United Nations Development Fund for Women (UNIFEM, part of UN Women) in the occupied Palestinian territory (oPt). The study was commissioned by UNIFEM office in the oPt and conducted independently by an evaluation team.

Initiated in 2004 in partnership with the United Nations Development Programme (UNDP), the SABAYA Programme aims to support Palestinian women in marginalized rural communities that are hindered by limited access to resources and services due to the crisis in the oPt which affects people to exercise their basic rights from movement to self-determination, employment and access to basic services. SABAYA intends to empower rural women through the creation of centres that provide opportunities for them to develop social, economic, academic and legal skills and thereby promoting their participation in decision making processes in their communities. It further promotes community-lead development that repositions the situation of women in their contexts. By 2008, the Programme was able to establish eighteen SABAYA centres, fifteen in the West Bank and three in the Gaza Strip, and since then, has benefited over 20,000 women in these locations.

As expressed in the report, the evaluation found that the SABAYA Programme has been highly relevant in addressing the needs of women in their communities; it identifies that it has been overall effective in setting up the centres and supporting the activities and has generated important results with regards to women's increased social involvement, knowledge and awareness of their role in the communities, as well as greater leadership and advocacy skills, but highlights that some work needs to be done to deepen the results, including more refined analysis of the communities' dynamics and demographics, and the promotion of increased financial benefits for women through the centres. Furthermore, the report suggests that the centres' sustainability should be enhanced by fully rooting them in the communities, exploring partnerships with other public institutions and promoting the centres as development platforms to be supported by other international organizations. Finally, it provides useful recommendations for the future scale-up and replication of the Programme, both in the West Bank and Gaza Strip as well as in other countries.

UNIFEM's commitment to promote community-led initiatives for advancing women's human rights and eliminating gender inequality through the generation of intervention models for scaling-up requires the continuous and rigorous evaluation of the way in which programmes are designed and implemented, and close observation of their results with the women and their communities. This evaluation constitutes an important step in that direction and provides UNIFEM with useful evidence and analysis for the future direction of the SABAYA Programme in the oPt. It also contributes to systematizing best practices for other community-led initiatives to learn from.

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The evaluation could not have been carried out without the valuable contributions of many other stakeholders, who played a crucial role. We would like to thank the Sabaya Centres' general assembly members, board members, local partner representatives and beneficiaries who gave of their time to participate in the focus groups, interviews and the filling out of questionnaires, for their active participation.



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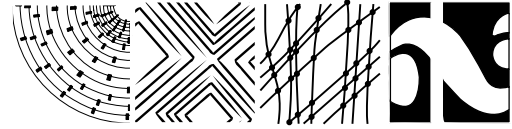
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List of Acronyms

CBO	Community Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
GCMHP	Gaza Community Mental Health Programme
GS	Gaza Strip
ICT	Information and Communication Technologies
KSA	Knowledge, Skills and Attitudes
MDC	Ma'an Development Centre
MOU	Memorandum of Understanding
MOWA	Ministry of Women's Affairs
NGOs	Non-Governmental Organizations
oPt	occupied Palestinian territory
PCC	Palestinian Counselling Centre
PRDP	Palestinian Reform and Development Plan
UNDP/ PAPP	United Nations Development Programme / Programme of Assistance to the Palestinian People
UNIFEM	United Nations Development Fund for Women
UNV	United Nations Volunteers
WB	West Bank



Executive Summary

Evaluation Background and Purpose

The Sabaya Programme is the largest programme implemented by the United Nations Development Fund for Women (UNIFEM – Part of UN Women) in the occupied Palestinian territory (oPt). The programme targets Palestinian women in marginalized rural communities that suffer from limited access to resources and services. It was initiated and piloted in 2004 in cooperation and partnership with the United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP), with the establishment of three women's community Sabaya Centres in the northern West Bank. In 2005, there was a short expansion period in which nine additional Sabaya Centres were established in locations throughout the West Bank and an added programme emphasis was placed on economic security. In 2006, the programme expanded even further through support from the UN Trust Fund on Human Security, increasing the number of Sabaya Centres to 18. A total of 15 centres are currently operating in rural communities in the West Bank and three in the Gaza Strip.¹ Since its inception, the programme has benefited over 25,000 women in these locations.

In April 2008, UNIFEM contracted Riyada Consulting to conduct an external evaluation of its Sabaya Programme, implemented by UNIFEM in the oPt from 2004-2008. Riyada Consulting conducted a comprehensive programme review, which was, as with all evaluations, both an accountability exercise and a learning one. The express purpose of the evaluation was to:

- Assess the impact of the programme on women, families and targeted communities;
- Measure achievements towards programme objectives and expected outcomes;
- Determine which strategies, approaches and activities were not successful and how they could be amended;
- Assess the determinants of successful community-based women's mobilization;

¹ West Bank Sabaya Centres included Faqqoua, Deir Abu Dief, Arrabeh, Allar, Rameen, Nabi Elias, Talfeet, Iraq Boreen, Kufr Al Deek, Deir Istya, Anata, Obeidieh, Um Salamouneh, Kharas and Beit Ula; Gaza Sabaya Centres included Beit Hanoun, Maghazi and Mawasi.

- Determine and document programme best practices;
- Determine challenges to the implementation of the Sabaya Programme in the oPt and the action(s) required to address these challenges;
- Determine unexplored programme opportunities and how they could be capitalized on;
- Assess the replicability of the Sabaya approach by UNIFEM in other contexts (both within and outside the oPt) and the action(s) required to make this happen in line with UNIFEM's new strategic plan (2008-2011);
- Determine the next phase of UNIFEM's involvement in the locations where it implemented the Sabaya Programme, in line with UNIFEM's new strategic plan (2008-2011);
- Assess the humanitarian activities of the Sabaya Programme, specifically the counselling component, which included psychosocial, legal and academic counselling, as well as the economic security component.

The evaluation report is divided into five main sections. The first section provides the background of the evaluation, the Sabaya Programme, and the Programme's context. The second section covers the evaluation methodology. The third section deals with the assessment of the Sabaya Programme highlighting the issues from the design phase, to the implementation phase, then observations on the outputs of the Sabaya Programme, and outcomes for the communities. The fourth section provides analysis and recommendations on the future of the Sabaya Programme, exploring UNIFEM's future role in the Programme and considerations for Programme scale-up. The fifth and final section of the evaluation report summarizes the evaluation's conclusions, recommendations and lessons learned.

Evaluation Approach and Methodology

With continuous consultation, coordination and feedback from UNIFEM, Riyada Consulting mobilized a competent team who was assigned to implement the programme evaluation. The team was comprised of 20 professionals and included a Lead Evaluator, evaluation specialists,



a statistician, field survey supervisors, a data entry specialist, and ten experienced field researchers in both the West Bank and Gaza Strip. The evaluation team developed and utilized a comprehensive evaluative approach that combined both qualitative and quantitative methodologies to ensure proper coverage of all programme dimensions and the views of different stakeholders with an emphasis on women direct beneficiaries of the centres. Approximately 752 individuals were consulted for the evaluation. The key methods of data collection included document review, semi-structured face-to-face individual interviews, field visits, focus groups with key stakeholders in each community, and a survey. After conducting both the qualitative research and quantitative survey, a multi-level (descriptive, content, and comparative) analysis of all collected data was conducted.

Programme Background and Context

The Sabaya Programme aims to empower and protect rural women by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities. Specifically, the Sabaya Programme's objectives are to: (1) develop and strengthen women's capacity to cope with the direct effects of the current conflict by organizing women's groups and networks, and by facilitating their access to services, information and resources; (2) develop and strengthen institutional capacities of service providers and women's groups to streamline quality services, resources and information; (3) raise awareness of women's needs and priorities in target communities; and (4) strengthen women's leadership and advocacy skills for gaining access to services, information and resources.

The Sabaya Programme was conceived of and implemented against the complex backdrop of the ongoing humanitarian crisis in the occupied Palestinian territory in which the Palestinian population of 3.7 million people struggle to meet their basic needs and Palestinian women, children and men are increasingly dependent on aid as their livelihoods are destroyed. The challenging operational contexts of the West Bank and Gaza Strip are characterized by constrained access and mobility, travel restrictions, closures, and unexpected political upheavals, which means that resources are often lacking or inaccessible. Unemployment and food insecurity rates in both the West Bank and Gaza Strip remain relatively high by regional and international standards, in an economic context that, despite anticipated

growth outlined in the Palestinian Authority's development plan, continues to decline.

In the **Gaza Strip**, the ongoing Israel-imposed blockade has crippled the economy, driving unprecedented numbers of Palestinians into unemployment and poverty, which is further compounded by the factional split since Hamas' takeover of the Gaza Strip. Furthermore on 27 December 2008, Israel launched Operation Cast Lead in the Strip, a 23-day military offensive that claimed the lives of more than 1,400 Palestinians, and injured over 5,000 more. Children suffered a tremendous toll, with more than 314 killed, over 860 injured, and countless others traumatized. The civilian infrastructure in Gaza sustained significant damage as a result of this military operation. In the **West Bank**, conditions also continue to deteriorate. Plagued by movement and access restrictions characterized by the presence of more than 600 checkpoints, the continued construction of the Wall and expansion of settlements, Palestinian communities have lost their livelihoods and become increasingly isolated and vulnerable to a rising tide of settler violence.

Since the establishment of the Sabaya Centres throughout the oPt, they have implemented a number of activities and provided a wide range of services. Centre activities have included the equipping and furnishing of the centres themselves, recruiting volunteers to work as coordinators for the centres, and employing female beneficiaries to conduct research. The many services provided have included educational services, academic counselling, support classes, literacy classes, legal counselling, health and psycho-social counselling, capacity building, and income generation projects.

Key Findings and Conclusions

Overall, the Sabaya Programme was a **well-conceived and soundly executed programme that filled a vital gap in the provision of services for rural and marginalized women**. The Sabaya Programme provided these women with a forum and services that local governments could not, due to their lack of resources in the challenging operational contexts of the West Bank and Gaza Strip.

For the most part, the Sabaya Programme achieved its primary goal of empowering and protecting rural women by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities. Surveys of



beneficiaries and other stakeholders revealed that the programme was largely successful in addressing the priorities and needs of its beneficiaries. The establishment and activation of the Sabaya Centres resulted in tangible outcomes, including enhancing and promoting the role of women in social participation, decision-making, and leadership as well as raising awareness and acceptance of women's contributions to their communities and society as a whole.

In general, UNIFEM has achieved its four main objectives in establishing the Sabaya Centres. It has set the stage for empowering and protecting rural women, implemented training and capacity building activities, supported women in networking, and to a certain extent, created women's income-generating projects. The Sabaya Programme logic was well established for the initiative as a whole, though the evaluation revealed that stakeholder and beneficiary understanding of this programme logic lacked consistency, despite UNIFEM's perception that the programme logic was well recognized and understood.

The content of UNIFEM's Sabaya programming and types of services offered were appropriate for community needs and demonstrate the Sabaya Programme's real success. The Sabaya Centres have acted as hubs for many regular educational and vocational activities, such as language courses, computer skills, educational support classes, literacy classes, art and photography. Relations with the partner organizations that provided the Sabaya Centres with training and capacity building were generally good. However, Sabaya Centres could still improve their capacity development offerings in areas such as leadership skills, strategic planning, communication skills, monitoring and evaluation systems, fund-raising, advocacy and income generation.

As for the future of the Sabaya Programme, UNIFEM has not clearly defined what sustainability means for the Sabaya initiative. While all of the Sabaya Centres have expressed their willingness to continue functioning, most need additional administrative and financial support in order to do so, including assistance in securing the proper registration with the local authorities. Without exception, all of the Sabaya Centres reported varying degrees of challenges with human resources, particularly with the model of recruiting 18 volunteer coordinators to manage the Centres. The quality of a Sabaya Centre's coordinator, particularly her relations with the local village council, general management experience, and conflict resolution

skills, often considerably impacted a Centre's successful operation. A lack of adequate planning, monitoring, and evaluation in most of the centres was another common factor that often impeded programme performance.

While UNIFEM is seen to be the initiator and implementer of the Sabaya Programme from the perspective of the Centres themselves as well as the broader communities in which the Centres operate, UNIFEM's role in future Sabaya programming is unclear. In the Gaza Strip, UNIFEM made arrangements for other organizations to host the Sabaya Centres from the outset. For the majority of these Centres, the hosting organization has provided a good home for stability and support for the Centres, whereas in other locations, there were real challenges in effective operations and decision-making. In most cases, the host centres are capable of sustaining the Sabaya Centres into the future. However, lack of capacity and resources for the Sabaya Centres in the Gaza Strip may mean that their sustainability will include the full absorption of the Sabaya Centres by their hosts. In the West Bank, exit strategies or plans for future involvement between UNIFEM and its Sabaya Programme partners and participating communities still need to be developed.

Recommendations and Lessons Learned

In the interest of enhancing the quality of future Sabaya programming, the evaluation team has identified the following specific recommendations, based on lessons learned, for strengthening the effectiveness and impact of future Programme implementation.

Strategy, Networking, Partnerships

- 1) In selecting sites for future Sabaya Centres, UNIFEM should give priority to existing women's centres or groups that need to be empowered and supported with physical infrastructure, equipment and capacity building. They should continue supporting the successful centres from the previous phase at a different level, with focus on more strategic issues of management, financial management, project implementation (subcontracting) and income generation projects.
- 2) Sustainability cannot be assumed. The Sabaya Centre model should include a comprehensive, results-based management

plan and strategy detailing the Sabaya Programme's sustainability both programmatically and financially. There should be an action plan for each scale-up and phase-out covering the time frame of each phase and detailing goals, objectives, activities, outputs and outcomes, with clear delineation of roles and responsibilities of all actors involved (UNIFEM, other donors, national government, local NGOs), as well as timelines in place for monitoring performance.

- 3) UNIFEM should create a single document in Arabic that fully describes the Sabaya Programme logic, complete with timelines, outputs, outcomes, stakeholder analysis (including roles and responsibilities), and indicators of success.
- 4) UNIFEM should explore how to build resilience into the Sabaya Centres model. The Centres need to be able to systematically identify and plan for external factors that could affect their operations in order to address and mitigate their impact.
- 5) For Sabaya Centres to operate effectively, they have to be built on existing community institutions and relationships. Sabaya Centres that linked closely with other institutions and programmes that work to meet community needs were more likely to last. Therefore, the Sabaya Programme approach should rigorously adhere to the requirement of community roots, ownership and involvement. UNIFEM should explore the possibility of attaching Sabaya Centres to other public institutions, such as schools or other NGOs, and opening those facilities up to broader public access.
- 6) The Sabaya initiative needs an enabling policy environment in order to fulfil its own programming objectives and cover its basic operating costs. Too often barriers due to registration restrictions prevented the Sabaya Centres from accessing needed funding for their operations. UNIFEM should start now to work with national governments to build the Sabaya Centre initiative into the next Palestinian Development Plan.

Human Resources

- 7) The Sabaya Centres' coordinators should be development oriented. Reliance on the Centre coordinator for all aspects of a Sabaya

Centre's operations should be monitored and UNIFEM should provide guidance for long-term planning on building up a "middle management" level for the Sabaya Centres. The middle management could take some of the day-to-day operations burden off Centre coordinators, allowing them to focus on strategic planning, community ownership and diversification of funding.

- 8) Guidelines should be developed on appropriate uses of volunteers in Sabaya Centres, with sensitivity to expectations for recognition and compensation, potential family conflicts, and managing the cycle of new and departing volunteers.

Monitoring and Evaluation

- 9) Each individual Sabaya Centre should develop processes for self-assessment and planning that take into consideration available staff and volunteer time. Simple management tools (basic statistics, evaluation forms for training, user satisfaction surveys, etc.) need to be introduced during the start-up phase to help the Sabaya Centres make management decisions quickly and with confidence.
- 10) UNIFEM should aim to ensure that there is a solid, rigorous monitoring system in place for sustaining and scaling-up the Sabaya Centres initiative. Observations at individual Centres must be recorded systematically and aggregated in order to assess the benefits of the Sabaya Programme at the national level.
- 11) Based on the lesson learned that when a community chooses the indicators that are most important to it, then the community is more likely to monitor its performance against those indicators, it might be useful for UNIFEM to coordinate a networking exercise in which each Sabaya Centre would discuss with its community stakeholders what indicators of success might be for their respective Centres. In a national-level, in-person workshop, the Sabaya Centre coordinators could share and refine these indicators, retaining those particularly important for their individual circumstances, but also noting the common indicators that UNIFEM could aggregate to demonstrate the Sabaya Centres' contributions at the national level. Such an exercise, grounded in the experience of individual Centres, should help mitigate against programme scale-up being driven as a "top down" process.



Financial and Resource Management

- 12) Mobilizing resources for the future work of the Sabaya Programme is needed for scaling-up as well as for the current operations of the Centres. Every new Sabaya Centre should monitor their costs for start-up and prepare a full cost account just for start-up expenses. UNIFEM should also develop a full financial report on its own internal costs for each Centre's start-up.
- 13) Each Sabaya Centre should prepare a full assessment of its overall operating costs (staffing, programming, marketing, networking and so forth). Once the full cost assessment has been prepared, a hybrid plan for financial sustainability should be developed. While there would obviously be local variations depending on each Sabaya Centre's structure and governance, such a hybrid plan for financial sustainability might include: staffing subsidized through a hosting organization; support for programming, including staff and transportation, secured through partnerships with district and national government departments as well

as UN agencies, for the delivery of their programmes and services; and individual grants for special projects negotiated through donor and foundation channels. UNIFEM should provide capacity building for these different revenue generating approaches during scale-up.

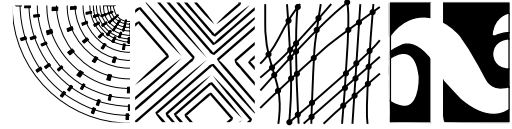
Programming

- 14) UNIFEM should provide opportunities for training, staff exchanges and networking based on women's needs, in addition to UNIFEM's pre-prepared training packages.
- 15) UNIFEM should promote the Sabaya Centres in development programming, including programme design, implementation, monitoring and follow-up.
- 16) Sabaya Centres should maintain their work with current partners, but expand their scope of work to include new and different areas, such as health and nutrition, child development, remedial education and advanced computer courses.





1. Introduction



1.1 Evaluation Background

In April 2008, UNIFEM contracted Riyada Consulting to conduct an external evaluation of its Sabaya Programme, implemented by UNIFEM in the occupied Palestinian territory from 2004-2008. Riyada Consulting conducted a comprehensive programme review, which was, as with all evaluations, both an accountability exercise and a learning one. The express purpose of the evaluation was to:

- Assess the impact of the programme on women, families and targeted communities;
- Measure achievements towards programme objectives and expected outcomes;
- Determine which strategies, approaches and activities were not successful and how they could be amended;
- Assess the determinants of successful community-based women's mobilization;
- Determine and document programme best practices;
- Determine challenges to the implementation of the Sabaya Programme in the oPt and the action(s) required to address these challenges;
- Determine unexplored programme opportunities and how they could be capitalized on;
- Assess the replicability of the Sabaya approach by UNIFEM in other contexts (both within and outside the oPt) and the action(s) required to make this happen in line with UNIFEM's new strategic plan (2008-2011);
- Determine the next phase of UNIFEM's involvement in the locations where it implemented the Sabaya Programme, in line with UNIFEM's new strategic plan (2008-2011);
- Assess the humanitarian activities of the Sabaya Programme, specifically the counselling component, which included psychosocial, legal and academic counselling, as well as the economic security component.

The evaluation team presented the main results of the evaluation to UNIFEM staff and other stakeholders invited by UNIFEM, including representatives of the Sabaya Centres. After the presentation, a session for open discussion was conducted including clarifications, further recommendations and next steps. All of the comments were taken into consideration in the writing of the final evaluation report.

The evaluation report is divided into five main sections. The first section provides the background of the evaluation itself, the Sabaya Programme, and the Programme context. The second section covers the evaluation methodology. The third section goes through the main findings of the evaluation, highlighting the issues from the design phase to the implementation phase, then observations on the outputs of the Sabaya Programme, and finally, outcomes for the communities. The fourth section provides analysis and recommendations on the future of the Sabaya Programme, exploring UNIFEM's future role in the Programme and considerations for Programme scale-up and replicability. The fifth and final section of the evaluation report summarizes the evaluation's conclusions, recommendations and lessons learned.

1.2 Programme Background

The Sabaya Programme is the largest programme implemented by the United Nations Development Fund for Women (UNIFEM) in the occupied Palestinian territory (oPt). The programme targets Palestinian women in marginalized rural communities that suffer from limited access to resources and services. It was initiated and piloted in 2004 in cooperation and partnership with the United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP), with the establishment of three women's community Sabaya Centres in the northern West Bank. In 2005, there was a short expansion period in which nine additional Sabaya Centres were established in locations throughout the West Bank and an added programme emphasis was placed on economic security. In 2006, the programme expanded even further through support from the UN Trust Fund on Human Security, increasing the number of Sabaya Centres to 18. A total of 15 Centres are currently operating in rural communities in the West Bank and three in the Gaza Strip.² Since its inception, the programme has benefited around 25,000 women in these locations.

² West Bank Sabaya Centres included Faqqoua, Deir Abu Dief, Arrabeh, Allar, Rameen, Nabi Elias, Talfeet, Iraq Boreen, Kufr Al Deek, Deir Istya, Anata, Obeidieh, Um Salamouneh, Kharas and Beit Ula; Gaza Sabaya Centres included Beit Hanoun, Maghazi and Mawasi.



Sabaya Programme Goal

The Sabaya Programme aims to empower and protect rural women by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities.

Sabaya Programme Objectives

Objective 1: To develop and strengthen women's capacity to cope with the direct effects of the current conflict by organizing women's groups and networks, and by facilitating their access to services, information and resources.

Objectives 2: To develop and strengthen institutional capacities of service providers and women's groups to streamline quality services, resources and information.

Objective 3: To raise awareness of women's needs and priorities in target communities.

Objective 4: To strengthen women's leadership and advocacy skills for gaining access to services, information and resources.

Main Activities and Projects

Since the establishment of the Sabaya Centres throughout the oPt, they have implemented a number of activities and provided a wide range of services. Centre activities have included the equipping and furnishing of the Centres themselves, recruiting volunteers to work as coordinators for the Centres, and employing female beneficiaries to conduct research. The many services provided have included educational services, academic counselling, support classes, literacy classes, legal counselling, health and psycho-social counselling, capacity building, and income generation projects.

1.3 Programme Context

The humanitarian crisis in the occupied Palestinian territory continues. The population of 3.7 million people struggle to meet their basic needs. Palestinian women, children and men are increasingly dependent on aid as their livelihoods are destroyed. According to OCHA, in 2008 more than 80% of Gaza's 1.5 million people relied on food aid and direct assistance in order to survive.³ Unemployment in the West Bank and Gaza Strip remains relatively high by regional and international standards. According to the Palestinian Central Bureau of Statistics (PCBS), in the first quarter of 2009 the unemployment rate in the West Bank was 19.5% and 37.0% in the Gaza Strip.

Palestinians in the oPt are facing a crisis that affects all aspects of their daily life. It is, above all, a crisis of human dignity, with the entire population unable to exercise its basic rights – to movement and access, self-determination, employment and basic services. They are increasingly left dependent on humanitarian assistance, largely in the form of food aid and cash handouts.⁴ Living conditions for most Palestinians in the oPt continue to deteriorate. The year 2008 began with a renewed hope for progress following the international community's endorsement of the Palestinian Reform and Development Plan (PRDP) and a series of significant and tangible reforms introduced by the Palestinian Authority (PA), including reducing its fiscal deficit. However, growth targets projected in the PA's development plan have recently been revised downwards, as economic productivity continues to decline.⁵

This is in large part due to conditions in the **Gaza Strip**, where the ongoing Israel-imposed blockade has crippled the economy, driving unprecedented numbers of Palestinians into unemployment and poverty, and compounded by the factional split from Hamas' takeover of the Strip. Furthermore on 27 December 2008, Israel launched Operation Cast Lead in the Gaza Strip, a 23-day military offensive

³ United Nations, Consolidated Appeal Process (CAP), 2009.

⁴ United Nations, Consolidated Appeal Process (CAP), 2009.

⁵ Palestinian Economic Prospects: Aid, Access and Reform. The World Bank, September 2008.



that claimed the lives of more than 1,400 Palestinians, and injured over 5,000 more. Children suffered a tremendous toll, with more than 314 killed, over 860 injured, and countless others traumatized. The civilian infrastructure in Gaza also sustained significant damage as a result of the military operation.

In the **West Bank**, conditions also continue to deteriorate. Plagued by movement and access restrictions characterized by the presence of more than 600 checkpoints, the continued construction of the Wall and expansion of settlements, Palestinian communities have lost their livelihoods and become increasingly isolated and vulnerable to a rising tide of settler violence.

Global rises in food prices over the past 18 months and reduced domestic agricultural yields due to adverse weather conditions have placed further strain on Palestinian coping mechanisms. This has led in turn to further increases in household food insecurity in both the Gaza Strip and West Bank, despite ongoing large-scale food aid programmes.⁶



⁶ United Nations, Consolidated Appeal Process (CAP), 2009.



2. Evaluation Methodology



2.1 Evaluation Framework

With continuous consultation, coordination and feedback from UNIFEM, Riyadh Consulting's evaluation team developed and utilized a comprehensive evaluative approach that combines both qualitative and quantitative methodologies to ensure proper coverage of all programme dimensions and the views of different stakeholders with an emphasis on women direct beneficiaries of the Centres. The detailed Terms of Reference (TOR) for the evaluation were agreed upon by Riyadh Consulting and UNIFEM, and are included in *Annex I*.

2.2 Evaluation Scope

Timeframe: The evaluation covers the timeframe 2004-2008, including both the programme's design phase and implementation phase. Furthermore, the evaluation is forward looking, providing recommendations based on lessons learned for the future of the Sabaya Programme, including suggestions for programme scale-up and replicability. Thus, the evaluation is not only comprehensive and cumulative, but also includes a formative component in addressing the programme's future progress and sustainability.

Geographic scope: The evaluation covers 15 community-based women's Sabaya Centres in the West Bank and three in the Gaza Strip. It evaluates the Sabaya Programme at a number of scales, from the level of the local communities in which each Sabaya Centre operates, to the level of regional and national partnerships and relationships of each Centre to the programme as a whole. It also examines the programme in the context of UNIFEM's organizational strategic plan (2008-2011).

2.3 Evaluation Process

Riyadh Consulting mobilized a competent team who was assigned to implement the programme evaluation. The team was comprised of 20 professionals and included a Lead Evaluator, evaluation specialists, a statistician, field survey supervisors, a data entry specialist, and ten experienced field researchers in both the West Bank and Gaza Strip.

2.4 Data Sources

People: A total of 752 individuals were consulted for the evaluation. A total of 338 Sabaya Centre members and stakeholders participated in focus groups; 400 women direct beneficiaries participated in a survey, and 14 UNIFEM staff and Sabaya partners were consulted and interviewed (see *Annex II*).

Documents: The evaluation team read, reviewed, and analyzed numerous UNIFEM proposals, documents, and reports as well as relevant literature related to the Sabaya Programme, UNIFEM, and national strategy and policy related to women's affairs. See *2.5 Methods of Data Collection* below for a list of the documents reviewed.

Site Visits: The evaluation team conducted field visits to all 18 Sabaya Centres in the West Bank and Gaza Strip to meet with local stakeholders and conduct interviews and focus groups.

2.5 Methods of Data Collection

The key methods of data collection included document review, semi-structured face-to-face individual interviews, field visits, focus groups with key stakeholders in each community, and a survey.



Document Review

The evaluation team reviewed all of the documents made available to them by UNFEM on the Sabaya Centres and their progress to date, as well as relevant UNFEM and national strategy documents. These documents included the following:

- Sabaya Programme document and original proposal;
- Needs assessment reports;
- Feasibility studies conducted;
- Sabaya Centres' work plans;
- Progress reports of different Sabaya Centres;
- Sample contracts with village councils;
- Donor reports;
- UNIFEM Strategic Plan 2008 – 2011;
- The 2008-2010 Palestinian Reform and Development Plan (PRDP);
- The 2008-2010 Strategic Plan of the Ministry of Women's Affairs (MOWA).

Individual Interviews

The evaluation team conducted a number of individual interviews. These interviews targeted UNFEM senior staff, area coordinators and representatives of partner organizations.

Field Visits

The evaluation team conducted an initial field visit to each of the Sabaya Centres with the aim of meeting with the Sabaya Centre coordinators and getting a general idea about the current situation of each Centre, its main activities, main strengths and main challenges. In addition, the team discussed each Sabaya Centre's future plans from the perspective of the Centres' coordinators. The evaluation team assessed the existing and potential capacity of each Centre, as well as each Centre's needs for additional capacity building and development.

An adapted Organizational Capacity Assessment Tool was utilized to assess the operational areas listed below from the perspective of the Centres' coordinators, other board members and other individuals actively participating in the running of the Sabaya Centres. See *Annex III* for the detailed evaluation tools.

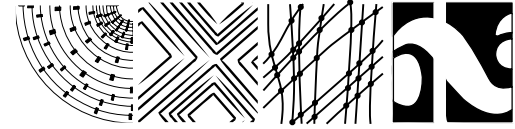
Management: The degree to which the structures and mechanisms necessary to coordinate activities and facilitate processes within an organization are appropriate and consonant with the achievement of its mission. This section covered governance, planning and administration.

Programme/Project Delivery: The degree to which the products and/or services an organization provides reflect constituent needs and are appropriate, cost-effective, high-quality and sustainable. This section covered programme development, monitoring and evaluation, and sustainability.

Human Resources: The degree to which directors, staff, volunteers, constituents, and other interested parties have the expertise, motivation and opportunity to make meaningful contributions to an organization. This section covered the organizational structure and personnel.

External Relations: The degree to which interaction between an organization and external clients and partners, in the context in which it carries out its activities, ensures that an organization is noting and responding appropriately to the social, political, economic and other forces around it. This section covered community/constituency relations, networking and coordination, media and advocacy.

Finance: The degree to which an organization obtains the material support necessary to conduct operations, and its ability to use that support in a manner that is efficient, cost-effective, consistent with applicable regulations, and protects the interests and assets of the organization. This section included budgeting, accounting procedures and fundraising.



The evaluation team's initial field visits also allowed the consultants to spend some time in each of the centres conducting a preliminary observation of the Centre's ongoing activities from an external point of view. During these visits, the consultants documented their observations in relation to the:

- Number of women participants in the different Centre activities;
- Type of activities conducted;
- Level of satisfaction of the participants;
- Type of income generation activities being implemented.

Focus Groups

The evaluation team conducted two focus groups in each of the 18 Sabaya Centres. The first focus group was conducted with general assembly members and active volunteers in each Centre, while the second focus group was conducted with local stakeholders that included representatives of village councils, local CBOs and community activists.

The following focus groups were conducted in the West Bank and Gaza Strip:

Centre	Date	Number of Participants	
		Women Members	Stakeholders
Faqqoua	3 January 2009	18	2
Anata	6 January 2009	6	5
Nabi Elias	6-8 January 2009	10	5
Arrabeh	7 January 2009	14	3
Deir Abu Dief	7-10 January 2009	25	3
Allar	8-11 January 2009	8	8
Rameen	8-11 January 2009	10	3
Kharas	10-11 January 2009	11	14
Obeidieh	11 January 2009	13	11
Um Salamouneh	11-17 January 2009	17	9
Beit Ula	11-17 January 2009	17	8
Talfeet	11-14 January 2009	11	5
Deir Istya	13-14 January 2009	8	4
Iraq Boreen	26-27 January 2009	5	4
Kufr Al Deek	28-29 January 2009	10	5
Beit Hanoun	7-15 February 2009	14	10
Mawasi	7-21 February 2009	12	8
Maghazi	7-23 February 2009	15	7

Survey

The evaluation team also used a written survey to quantitatively assess the Sabaya Programme's impact. The purpose of the survey was to provide additional concise perspective of the programme's impact on women beneficiaries of the Sabaya Centres, the challenges faced, as well as areas for improvement and recommendations.

After the team's preliminary interviews and initial field visits, the consultants worked in close collaboration with UNIFEM staff members to identify key impact indicators to be included in the quantitative questionnaire. Once the indicators were developed and agreed upon, the statistician converted the indicators into the format of statistically valid questions. The draft questionnaire was shared with the UNIFEM staff member evaluation team for comments and review. After the questionnaire was finalized, it was translated into Arabic and ready for field implementation. (See *Annex III* for detailed evaluation tools). Based on the information provided by UNIFEM, the evaluation team agreed on using a stratified spatial cluster sample of 400 women direct beneficiaries (300 in West Bank and 100 in the Gaza Strip) for the survey. **The margin of error was maintained at (± 4 %) and the confidence interval at (95 %).**

The distribution of the survey sample according to location was as follows:⁷

Table (1): Distribution of Survey Sample According to Location

Location	Percentage (%)
West Bank:	
Bethlehem	11 %
Hebron	11 %
Jenin	16 %
Jerusalem	5 %
Nablus	5 %
Qalqilia	5 %
Salfeet	11 %
Tulkarem	11 %
Gaza Strip:	
North Gaza	8 %
Central Gaza	8 %
South Gaza	8 %
Total	100 %

Figure (1): Distribution of the Survey Sample between the West Bank and Gaza Strip

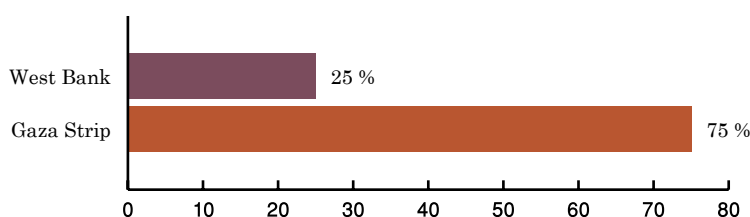
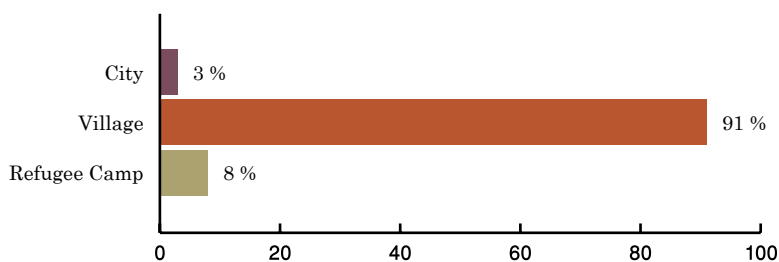


Figure (2): Survey Sample Distribution According to Place of Residence



2.6 Data Analysis

After conducting both the qualitative research and quantitative survey, a multi-level analysis of all collected data was conducted. For the qualitative assessment the interview reports and focus group discussions were categorized into major themes according to the main indicators of the project activities. The capacity assessment reports were individually developed, with a summary matrix also developed to highlight the key capacity areas. For the quantitative assessment, the questionnaire results underwent data entry, data analysis and cleaning, and cross-tabulations on SPSS.⁸ This was followed by a narrative report highlighting the key results of the survey.

⁷ The charts below show that the vast majority of beneficiaries of Sabaya Centres are rural women.

⁸ Statistical Package for the Social Sciences – a statistical analysis software.





3. Main Findings of the Evaluation



The main findings of the evaluation have been broken down below according to the different phases of the programme life cycle, including programme design, implementation, outputs and outcomes.

3.1 Design Phase of the Sabaya Programme

The evaluation assessed different aspects of the Sabaya Programme's design, including the selection of Sabaya Centre locations, overall and centre-specific programme logic and the sustainability of the Sabaya initiative.

3.1.1 Selection of Sabaya Centres

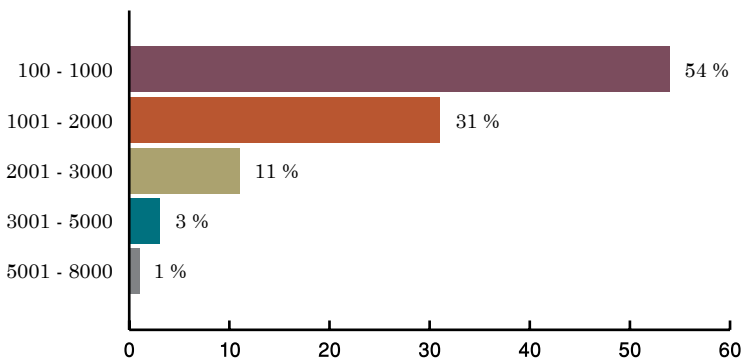
According to UNIFEM, the number of locations selected for the implementation of the Sabaya Programme totalled 18, with 15 rural locations in the West Bank and three in the Gaza Strip. These locations were selected jointly by UNIFEM and UNDP through intensive field visits and meetings with local communities. A primary criterion in selecting the locations for the establishment of Sabaya Centres was the presence of infrastructure that had been constructed or rehabilitated by UNDP for community use.

Of the 18 locations that were eventually selected, eight served as locations for the Sabaya Programme's pilot initiative (with funding from UNDP and UNIFEM), before additional Centres were established and activities initiated with funds from the UN Trust Fund for Human Security (UNTFHS).⁹

Locations were prioritized based on the condition of available infrastructure, the socio-economic needs of the community and the level of local support for women's initiatives.

The quantitative survey results show that UNIFEM's targeting was well conceived, as the majority of the women beneficiaries came from rural, marginalized and poor families. **85% came from families with a monthly income of less than NIS 2000, which is below the poverty line.**

Figure (3): Distribution of Beneficiaries According to Family Income (in NIS)



However, according to interviews conducted with Sabaya Centre coordinators, beneficiaries and stakeholders, the selection criteria for the locations of the Sabaya Centres was not clear. Some even suggested the need to improve the methodology and criteria for selecting the locations of the Centres. Suggestions included doing a detailed profiling of prospective communities, including an examination of social networks, education and health status, economic situation, and conducting meetings with different community members. The initial community assessments were done by UNIFEM coordinators, who recommended as a best practice to train and involve women researchers from the local community to assist in the needs assessment, as they have the local knowledge to assist in identifying opportunities and risks within the community.

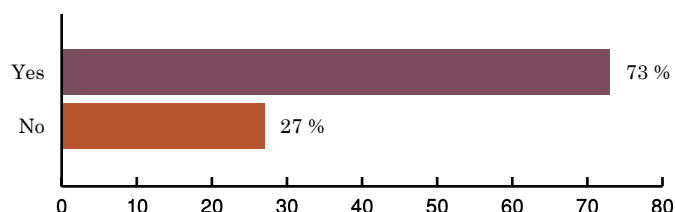
Overall, it can be said that UNIFEM has done a good job in consulting with local communities and the potential women beneficiaries during the assessment phase. After four years of implementation (38

⁹ <http://ochaonline.un.org/Default.aspx?alias=ochaonline.un.org/humansecurity>.

%) of women surveyed stated that they have participated in the needs assessment consultations that the UNIFEM held prior to establishing the centres.

Those who stated that they had participated in the consultation meetings were asked a follow up question of whether or not the current activities of the Centre were based upon the needs identified during the initial needs assessments. The results were impressive, with **73% responding that the activities implemented through the Sabaya Centres corresponded to identified needs.**

Figure (4): Relevance of Implemented Activities to Identified Needs



The following table shows the distribution of the above results according to individual Sabaya Centres.

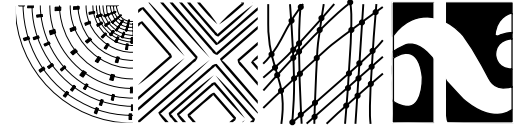
Table (2): Relevance of Implemented Activities to Identified Needs According to Each Sabaya Centre

Location	Yes	No
West Bank:		
Talfeet	100.0%	-
Kufr Al Deek	100.0%	-
Nabi Elias	100.0%	-
Obeidieh	100.0%	-
Faqqoua	100.0%	-
Deir Abu Dief	92.3%	7.7%
Arrabeh	88.9%	11.1%
Anata	75.0%	25.0%
Allar	66.7%	33.3%
Kharas	60.0%	40.0%
Rameen	55.6%	44.4%
Beit Ula	50.0%	50.0%
Um Salamouneh	37.5%	62.5%
Deir Istya	20.0%	80.0%
Gaza Strip:		
Maghazi	92.3%	7.7%
Beit Hanoun	69.2%	30.8%
Mawasi	30.8%	69.2%

3.1.2 Programme Logic

Broad Programme Logic

Interviews with the main stakeholders of the Sabaya Programme (women members of the Sabaya Centres and village council representatives) did not seem to have a consistent understanding of the programme logic. Many of the participants' understanding was that the Sabaya Centres were established to implement UNIFEM projects and activities, rather than established to facilitate women's empowerment, mobilization, leadership and ownership of the Centres. There is no single document in Arabic that fully describes the programme logic, complete with timelines, expected outputs, outcomes, stakeholder analysis, including roles and responsibilities in the programme, and indicators of success. However, interviews with UNIFEM staff indicated that the programme logic was recognized by programme stakeholders, with no significant differences in understanding or expectations.



The Sabaya Programme logic addresses four key issues of importance to UNIFEM:

- Increased women's capacity to cope with the direct effects of the current conflict by organizing women's groups and networks, and by facilitating their access to services, information and resources;
- Development/strengthening institutional capacities of service providers and women's groups to streamline quality services, resources and information;
- Awareness-raising of women's needs and priorities in target communities;
- Strengthening women's leadership and advocacy skills for gaining access to services, information and resources.

A strategic timeframe for the initiative is absent from the Sabaya Programme logic. At what point will UNIFEM decide whether or not to continue with the Sabaya programme and to what end? What strategies have been put in place for sustainability beyond UNIFEM support and making the programme demand driven?

Centre-specific Programme Logic

While the programme logic, including the programme goal, objectives and activities seem well established for the initiative as a whole, the evaluation assessment revealed that it is not necessarily as clear for each of the individual Sabaya Centres.

It can be said that each Sabaya Centre is a project in and of itself, and the programme logic for each of these endeavours is very evident in the individual work plans for each Centre. There is a clear connection from the umbrella programme goal and objectives to the field level goal and objectives of individual Sabaya Centres, with no inconsistencies noted.

In Arrabeh, Deir Abu Dief, Faqqoua, Rameen, Nabi Elias, Talfeet, Kharas, and Obeidieh, the Centres had a clear vision, mission statements and goals, as well as a yearly plan for the Centres' activities. They were able to take over programme activities and became important service delivery Centres for the women in their communities.

According to the interviews conducted with the Sabaya Centres' coordinators and beneficiaries, there were some evident discrepancies between each Centre in the process of setting the Centres. In some Centres, such as the Anata Sabaya Centre, it was obvious that there was no clear vision, mission statement or goals, nor was there a yearly plan for the Centre's activities.¹⁰ Furthermore, the Anata Centre's UNIFEM coordinator added:

"The initial assessment was for short-term rather than strategic/long-term. It did not touch on the relations in the community (what unifies the community vs. what divides it), its strengths (what exists vs. what is needed), and demographics (economic and/or political). Moreover, the initial assessment did not include/integrate some of the main stakeholders of the Anata community such as the Village/Local Council, key political and religious figures (most of them are members of the village council) and other local organizations that work in the Anata community."

In other Centres such as Um Salamouneh, there was a lack of a vision and mission statement despite the presence of a yearly activity plan.

There was also variation in the consultation with women at the phase of Centre establishment. In some areas, consultation was wide and included all stakeholders (Iraq Boreen), whereas in others, consultation was minimal (Anata).

¹⁰ In Anata, UNIFEM conducted an assessment only after having an intervention plan in place. "The assessment was neither systematic nor comprehensive. It did not cover all Anata community. Instead, it was only done with a group of women at the Centre instead of reaching out to other women—in their homes—in order to implement a comprehensive assessment". (UNIFEM Coordinator – Anata Centre).



3.1.3 Sustainability of the Sabaya Programme

The evaluation team noted that the sustainability question tended to be viewed in the context of the life span of individual Centres established through the Sabaya initiative. What is not clear is the sustainability of the initiative itself – of UNIFEM’s own commitment to and support for Sabaya Centres as a potential core tool to deliver on the UNIFEM mandate.

As for as the Sabaya Centres, some have already proven to be reliable and independent, and are currently working on their own, like Talfeet. Other Centres faced problems and are very weak. One Centre has already shut down (Iraq Boreen).¹¹

From interviews with UNIFEM staff and management, there appear to be different views on what UNIFEM’s long-term interests might be. The different views expressed included:

- That it is UNIFEM’s role to create and test models for women’s empowerment that other agencies can then implement at a larger scale, with no further involvement of UNIFEM;
- That it is not clear whether such models can be “scaled-up” and that the creation and testing phase is not complete until a full scale-up has been implemented; thus requiring further investment of UNIFEM in the initiative;
- That UNIFEM itself needs such Centres as development platforms in marginalized areas to promote UNIFEM’s mandate vis-à-vis women’s empowerment, and for UNIFEM to take on an important partnership role with other UN agencies that need such platforms for their own purposes.

None of these positions are currently addressed in the existing programme logic for the Sabaya Programme. The assessment suggests that there is a significant lack of clarity regarding UNIFEM’s own strategic interests. It is unclear whether UNIFEM is simply testing, promoting and withdrawing from the Sabaya Programme model that others may or may not choose to adopt. It is also unclear whether UNIFEM intends to continue its support for current and new Sabaya Centres through training, networking, encouraging national policy change and international funding. Finally, it is not known whether UNIFEM will expand the programme to use the Sabaya Centres for the delivery of UNIFEM and other UN agency programming.

3.2 Implementation Phase of the Sabaya Programme

The evaluation assessed different aspects of the Sabaya Programme’s implementation, including UNIFEM’s role and interventions in the programme, the existence of an implementation strategy, including the transfer of lessons-learned and tools for development.

3.2.1 UNIFEM’s role in Programme implementation

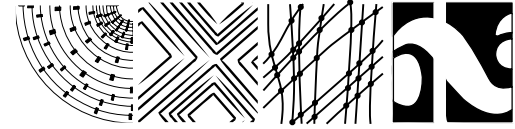
According to the evaluation assessment, the Sabaya Centres and the broader communities see UNIFEM as the initiator and implementer of the Sabaya Programme. Informants commended UNIFEM for ensuring that the programme supported training and capacity building. However, they expressed that income-generating projects are very much needed. As one participating woman noted:

“We need income generating projects. We need to make money and be able to support our families”.

On the relations with UNIFEM, some stakeholders noted that they had a good working relationship with the Sabaya Centres’ coordinators, but they had not gotten the chance to get to know UNIFEM’s regional coordinators or senior management.

On the selection of the Centres’ coordinators, some women participants in Um Salamouneh, Talfeet, and Nabi Elias, to mention but a few, expressed their concern about the fact that no one but UNIFEM

¹¹ The reasons stated by women for closing down Iraq Boreen Centre was the conflict among women and their families in the village, and lack of managerial experience on the part of UNIFEM’s coordinator.



had any say in the selection of the Sabaya Centre coordinators. However, in other locations, the selection was done jointly or through elections.

Some Centres reported having a good relationship with their Centre’s coordinator, whereas in other areas, the relationship could be improved. The experience, attitude and flexibility of the Centres’ coordinators turned out to be a determinant factor in the functioning of the Centres. In terms of satisfaction with the performance of the Sabaya Centre coordinators, the results show that the coordinators’ overall performance was well received by women beneficiaries of the Centres.

Table (3): Impressions about Sabaya Centres’ Coordinators

Indicator	West Bank	Gaza Strip
Receives suggestions and communicates well	53 %	29 %
Manages the Centre effectively	20 %	27 %
Treats everyone equally	14 %	31 %
Represents the women in the local society and has charisma	9 %	11 %
Does not manage the Centre effectively	0.7 %	1 %
Uncooperative	0.7 %	-
Biased to a certain group	3 %	-

Almost all of the Centres noted that UNIFEM’s programmes and activities were pre-designed for to be implemented in all of the Sabaya Centres, despite the fact that each Centre was separately consulted on the projects prior to their implementation through UNIFEM. While the projects met UNIFEM’s mandate and empowerment objective, and were relevant to its Sabaya Programme logic, most of the Centres in the West Bank and Gaza Strip still stated that there was no flexibility in changing these activities.

To be more specific, UNIFEM implemented the following activities in all Sabaya Centres:

- Educational activities;
- Legal aid and counselling;
- Psycho-social counselling;
- Health education;
- Capacity building in communication skills, leadership, strategic planning, financial planning, proposal writing and fund-raising.

Some participants noted the usefulness of these activities, whereas others did not realize their added value. The majority of participants focused more on the need for income-generating projects, as well as capacity building and training on how to start your own businesses or income-generating activities. The need for remedial education activities as well as sports and recreational activities for women was highlighted. Such needs are understandable given the high unemployment and poverty rates in the occupied Palestinian territory that are more acute in rural areas.

3.2.2 Development and exchange of tools, information and resources

A database was designed specifically for the Sabaya Programme to provide women with information and resources. This database was installed in all Sabaya Centres. A total of 45 women participated in database training conducted by UNIFEM staff. However, according to the evaluation’s assessment, the use of the database was limited.

From the qualitative analysis, no strong evidence could be found regarding the development and refinement of tools for use by the Sabaya Centres, specifically regarding the database, portal and manuals. Experience gained during the establishment and implementation of programmes at the Sabaya Centres was not transferred to new Centres despite continuous efforts by UNIFEM to provide the platform for sharing experiences. Such platforms included holding regional meetings, using video-conferencing facilities and other means.

Each Sabaya Centre was established fairly independently of the others, each evolving quickly under somewhat unique circumstances. The Centres themselves had fairly limited exchange opportunities



due to actual access challenges. In addition, for the database and the portal, weak appropriate infrastructure was the main reason behind the limited or lack of use of the database and portal.

From the evaluation team's assessment, it appears as though the sustainability and future of the Sabaya Centres has not been thought of extensively. According to the data collected and information assessed, exit strategies with the partners and the communities do not exist.

3.2.3 Partner Roles and Relations

For the purpose of this evaluation, partners are those NGOs/experts in the West Bank and Gaza Strip that have dealt with the Sabaya Centres by providing training and capacity building activities. The evaluation team encountered no real concerns with the management of partners in the development of tools and implementation of training activities in the Sabaya Centres. All of the partners valued UNIFEM's role and initiative, and called for the continuation of the Sabaya initiative. It was found that partners generally believe that the project achieved its main goals, tackled controversial topics, raised women's self confidence and contributed to the capacity building and empowerment of women.

The main recommendations that came from the partners during the evaluation were the following:

- To sustain work with the same Sabaya Centres by designing new programmes building on the Sabaya Centres' experiences and continuing to connect them with other Centres;
- To keep monitoring the Centres' progress;
- To continue passing on experiences through the Sabaya Centre groups;
- To expand and work in different and new rural areas;
- To follow up, develop and supervise the leadership groups;
- To sustain the Centres by paying a salary to the Centres' coordinators;
- To explore the possibility of designing a programme targeting males specifically raising their awareness on issues relating to their lives, circumstances and relationships.

Furthermore, and especially in the Gaza Strip, the need for better facilities, equipment and furniture was highlighted by the partners.

The Palestinian Counselling Centre (PCC), one of the Sabaya Centres' partners, called its relationship with UNIFEM unique. They further mentioned:

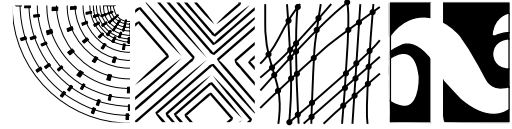
"UNIFEM was flexible in their work, followed-up on the field work, and was always there to solve any problems. They took our recommendations into consideration and had faith in PCC's professionalism. They acted more than 'just donors'. UNIFEM showed interest in real development and discussed progress in details. For example, when men in Anata were resistant, UNIFEM was there to deal with it."

Sharek Youth Forum also commented on its relationship with UNIFEM by saying:

"Very Good, there was constant meeting with UNIFEM staff, we had a very close relationship. They were very helpful in reaching out to the communities, even in the Gaza Strip".

3.3 Outputs of the Sabaya Programme

The evaluation assessed the Sabaya Programme's outputs, both through general and specific observations made by the evaluation team during and after the various stages of data collection and analysis.



3.3.1 General Outputs

UNIFEM set out to establish the Sabaya Centres in 18 locations in the West Bank and Gaza Strip, with the goal of empowering and protecting rural women, by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities.

In general, the evaluation assessment shows that UNIFEM has achieved its targets for establishing the Sabaya Centres, setting the stage for empowering and protecting rural women, implementing training and capacity building activities, supporting women in networking, and to a certain extent, income-generating projects. However, the assessment also reveals that more work is needed to further develop the capacities of women in key areas such as leadership skills, strategic planning, communication skills, monitoring and evaluation systems, fund-raising, and advocacy, to include but a few.

3.3.2 Specific Outputs

At the time of writing, Sabaya Centres have been set up in 18 locations in the West Bank and Gaza Strip. All are operational, albeit to varying degrees, except for one, the Sabaya Centre in the village of Iraq Boreen.

UNIFEM provided furniture and equipment to all of the Sabaya Centres. This included office furniture, computers, telephone and fax. This proved to be beneficial for the operations of the Centres.

UNIFEM and each local authority had agreements that the authority would provide a public space for the Sabaya Centres. Various activities were implemented in the Centres, with some of the Centres having financially implemented their activities more independently than others.

Unlike the West Bank, Gaza Strip Centres were mainly partnerships with previously existing community Centres. These Centres acted like an umbrella of protection for the Sabaya Centres they hosted, providing them with basic services. In most cases, the host Centres are capable of sustaining the Sabaya Centres. However, lack of capacity and resources for the Sabaya Centres in the Gaza Strip tended to affect the visibility of these Centres which were absorbed by their hosting Centres. No signs or indication of the Sabaya Centres were seen and activities conducted for women were generally attributed to the hosting Centres.

UNIFEM provided a monthly salary for all of the Sabaya Centres' coordinators for the duration of one year. This proved to be controversial. On the one hand, it fostered commitment from the coordinators, while on the other hand, it is worried that it is unsustainable, as the coordinators will seek paid jobs after the end of their first year.

UNIFEM conducted a feasibility study to assess the profit potential of economic activities at each of the Sabaya Centres in the West Bank and Gaza Strip. Based on the results of the study funds were then allocated for the development and implementation of ten income-generating projects to establish two nurseries and kindergartens, two cooperatives, one bakery/oven, one food processing factory, one tailor shop, two plastic green houses, and one sheep fattening project.

Of these projects, the ones that have survived to-date include one of the plastic green houses, both of the cooperatives, the bakery/oven, and to a certain extent, the nurseries and kindergartens.

According to the assessment conducted with regard to income-generating projects, it seemed that the payment of the staff working on the project played a key role in the project's continuation. The profit-making capacity of the projects was another factor in their continuation, regardless of the amount of profit.

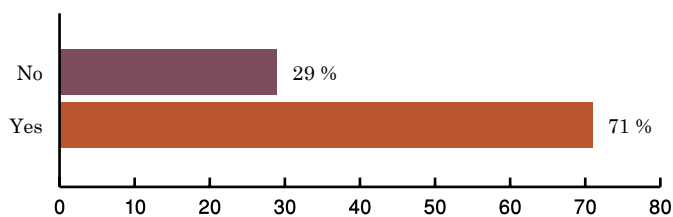
One project involving sheep fattening is no longer in existence due to the inability of the staff to pay the operational costs of the project, and the subsequent death of some of the sheep. Other projects are also facing financial and operational challenges.

In specific, the challenges faced by all Sabaya Centres included:

- Small project capital;
- Low profit yielded by all of the income-generating activities;
- Financial challenges that limited the opportunities for recruiting staff, paying a sufficient amount of money for the assigned staff members, learning new modern techniques, purchasing new items and expanding the projects;
- Lack of a Marketing Strategy for products, thus leading to low profits;
- Lack of financial support from UNIFEM beyond the start-up expenses;
- The fact that most of the Sabaya Centres are not officially registered, limiting chances for obtaining donor support;
- An unsupportive culture in many of the projects' local communities (e.g. in Rameen, people do not send their children to nurseries as the number of working mothers is relatively low);
- Competition with other existing projects (e.g. in the case of Talfeet, there are two other kindergartens in addition to the Sabaya one);
- Transportation challenges leading to workers paying large amounts of money in order to reach their place of work (e.g. in Allar).

The evaluation revealed that all of the centres have ideas to further develop their projects, but with no operational plans. **All of the Centres expressed their willingness to continue functioning**, but with different mechanisms. Women respondents to the quantitative survey were asked whether or not there are activities that they would have liked the centres to provide, but that have not been provided so far. 71% indicated that needed activities were not being implemented, while 29% indicated that they were.

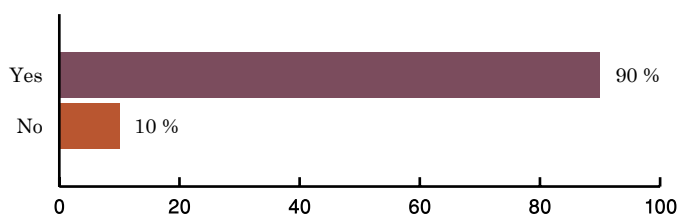
Figure (5): Percentage of Respondents who Stated that Needed Activities are Still not Being Implemented by the Sabaya Centres



When asked about the kind of activities they wanted implemented at the Centres, they highlighted the following:

- Marketing of women's products produced in the Centres;
 - Retail shops for products not available in rural areas;
 - University service Centres;
 - Recreational activities for women and children;
 - Workshops and lectures that target different groups of the local community, including men.
- The majority of women respondents (90%) stated that they think the Centres need further development and improvement.

Figure (6): Women's Opinion on the Sabaya Centres' Need for Improvement





The main aspects of improvements needed at the service delivery level stated by the women respondents included:

- Income generation projects for women;
- Technical and vocational training courses;
- Services that can lead to income generation such as kindergartens, elderly homes, computer centres, health clinics, etc;
- Attracting volunteers by initiating programmes towards that end.

It is important to note that these needs mentioned by the respondents were old needs that had been identified in the needs assessment, with the exception of the last one in the list above.

Respondents also cited areas for improvement at the management and organizational levels, including:

- The need for administrative and financial support. In particular, some of the Centres need assistance in securing the proper registration with the local authorities, and opening up their own bank accounts. (It should be noted that this is a new need not previously identified during the needs assessment);
- Almost all of the Centres expressed their interest in developing and implementing income-generating projects, remedial education and advanced training courses in computer and the English language. The respondents confirmed that community Centres like the Sabaya Centres prefer service delivery at the local level with a tendency to be spontaneous and responsive to immediate and emerging needs of the women. (This is an old need identified in the needs assessment).

3.4 Outcomes of the Sabaya Programme for Communities

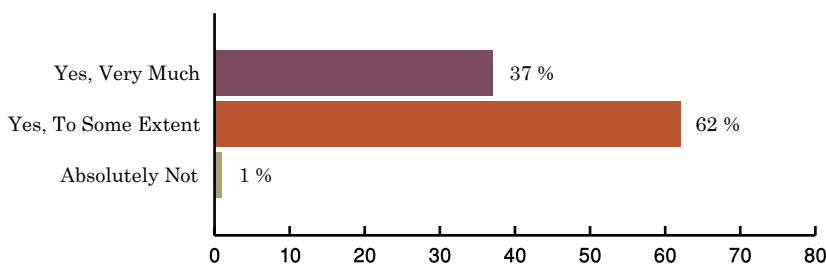
3.4.1 Programme objectives

The Sabaya Programme anticipated the following outcomes for each of the four objectives:

Objective 1: To develop/strengthen women's capacity to cope with the direct effects of the current conflict by organizing women's groups and networks, and by facilitating their access to services, information and resources.

The majority of women respondents to the quantitative survey stated that Sabaya Centres answered and fulfilled their needs and priorities.

Figure (7): Fulfilling Women's Needs and Priorities



The following table illustrates the distribution of the results above according to each Sabaya Centre:

Table (4): Fulfilling Women’s Needs and Priorities According to Each Sabaya Centre

Centre	Yes, Very Much	Yes, to Some Extent	Absolutely Not
West Bank:			
Talfeet	66.7%	33.3%	0.0%
Faqqoua	66.7%	33.3%	0.0%
Rameen	60.0%	40.0%	0.0%
Anata	52.4%	38.1%	9.5%
Allar	52.4%	47.6%	0.0%
Arrabeh	40.0%	60.0%	0.0%
Deir Abu Dief	33.3%	66.7%	0.0%
Nabi Elias	33.3%	66.7%	0.0%
Obeidieh	28.6%	66.7%	4.8%
Um Salamouneh	20.0%	80.0%	0.0%
Deir Istya	19.0%	81.0%	0.0%
Beit Ula	14.3%	85.7%	0.0%
Kharas	9.5%	90.5%	0.0%
Kufr Al Deek	4.8%	95.2%	0.0%
Gaza Strip:			
Maghazi	66.7%	33.3%	0.0%
Mawasi	35.5%	61.3%	3.2%
Beit Hanoun	30.3%	69.7%	0.0%

Specific Outcomes for Objective 1:

The following findings were compiled from a multitude of evaluation tools, including focus group discussions and interviews:

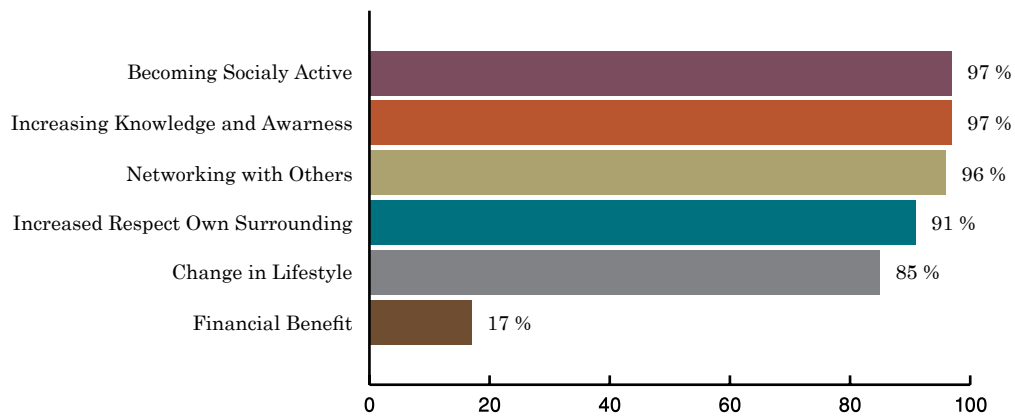
- The 18 Sabaya Centres act as hubs of services for women in their villages and surrounding areas;
- The spirit of volunteerism was enhanced through the programme, whether through the UNV coordinators or the group of local volunteers at each Centre;
- Each of the Sabaya Centres is very well equipped and provides basic services to women and the community at large;
- Educational attainment and awareness of the importance of education was enhanced for both school girls and women drop-outs, directly contributing to women moving on to tertiary education;
- Women’s groups and networks were formed, both within communities, within sub-regions and between sub-regions, allowing for exchange of information and expertise, as well as for informal support networks;
- Job and income-generating opportunities were provided to a number of women, and to a lesser extent men, in the target communities, thus contributing to the economic security of households;
- 15 Centres now have the organizational capacity and trained human resources to run and manage their own activities. 8 Sabaya Centres now have official status and as such can receive direct funding; 3 of these Centres have been successfully contracted directly by UNIFEM to implement activities in other Sabaya Centres. 7 more Sabaya Centres are expected to get official registration once the political situation stabilizes;
- Women continue to approach Sabaya Centres to ask for services, training and/or information;
- There is a tailored training curriculum and a pool of trained Information and Communication Technologies (ICT) trainers at the Sabaya Centres that will continue to offer computer training to women within their communities.

Objective 2: To develop/strengthen institutional capacities of service providers and women's groups to streamline quality services, resources and information.

The majority of women respondents to the quantitative survey stated that they benefited from the Sabaya Centres by becoming more socially active, increasing their knowledge and awareness, networking with others, increasing their respect for their own surroundings, and changing their lifestyle.



Figure (8): Impact of Sabaya Programme Participation on Individual Women Beneficiaries



Specific Outcomes for Objective 2:

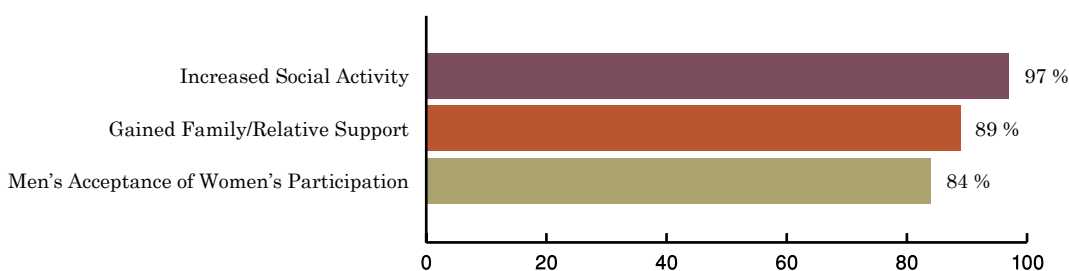
The following findings were compiled from various evaluation assessment tools:

- Local village councils have increased trust in the services offered by the Sabaya Centres;
- Local women's groups strengthened their networking skills through continuous meetings held with service providers;
- Around 30 NGOs that had not previously worked in these locations have started to work directly with Sabaya Centres outside the scope of the programme;
- The quality of services offered by service providers has improved by virtue of being more tailored to the specific needs of particular locations;
- 3 Sabaya Centres are now acting as service providers for surrounding Centres;
- Partner organizations' capacities have been strengthened through specialized networking meetings held between them;
- Partner organizations that are not women's organizations now have a better understanding of women's issues;
- Counselling service providers have established a referral mechanism among them to re-direct women to the required services (whether psychosocial, legal, academic or otherwise);
- Sabaya Centres are acting as referral Centres for women who need specialized help and services;
- It should be noted here that the financial benefit provided through the Sabaya Centres was the least beneficial.

Objective 3: To raise awareness of women's needs and priorities in target communities.

The majority of women respondents to the quantitative survey stated that the Sabaya Programme had increased awareness of women's roles at the local level. They reported that women's social activity had increased, as had family/relative support and men's acceptance of women's participation.

Figure (9): Awareness of Women's Roles at the Local Level





Specific Outcomes for Objective 3:

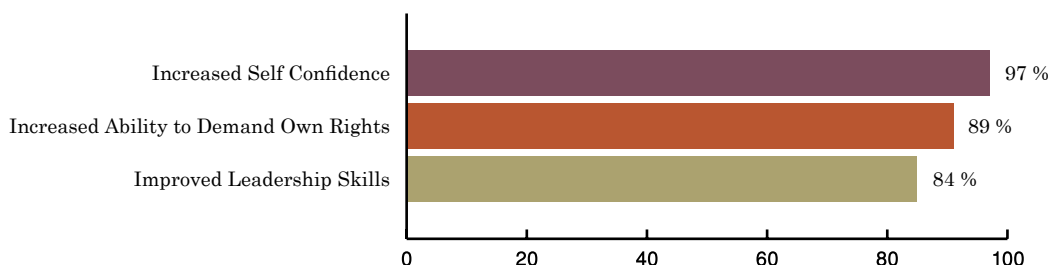
The following findings were compiled from various evaluation assessment tools:

- Official relationships have been formed between Sabaya Centres and the local village councils in each location;
- Sabaya Centres are receiving support from the village councils to apply jointly for funding;
- Service providers/civil society organizations and NGOs are more aware of rural women’s needs;
- Women are more aware of their priorities and how to raise them with policy makers, both within and outside their communities;
- This information that UNIFEM gathered through its “Stories in Boxes” initiative to determine the kinds of women’s human rights activities that need to be implemented at both the community and national levels, is also being used to highlight the situation of rural women and advocate with development organizations on needed interventions;
- Rural women’s needs and issues are reflected in reports produced by UN organizations;
- Important and relevant Information and resources are more readily available to women through the Sabaya portal and database;
- In general, target communities and service providers are more aware of women’s needs via published media articles, brochures and workshops;
- More than 30 organizations (other than partners) have been implementing new activities in the Sabaya Centres.

Objective 4: To strengthen women's leadership and advocacy skills for gaining access to services, information and resources.

The majority of women respondents to the quantitative survey stated that the Sabaya Programme had increased women’s leadership and advocacy skills. Women reported increased self-confidence, an increased ability to demand their own rights, and improved leadership skills.

Figure (10): Leadership and Advocacy Skills Gained by Women Beneficiaries



Specific Outcomes for Objective 4:

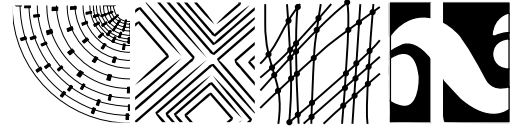
The following findings were compiled from various evaluation assessment tools:

- Women are working together in groups, planning activities and thinking about the future of the Sabaya Centres;
- Rural women’s voices are being heard by decision makers and donors through media coverage and meetings with influential people from all over the world;
- Women leaders are emerging from target communities and advocating for their rights;
- Women are organizing events and initiatives to share stories and provide support for each other.

The following section explores in more detail the strengths and challenges facing the Sabaya Centres, and how better this model can be utilized.

3.4.2 Programme and Sabaya Centre governance

Arrangements for hosting the Sabaya Centres were carried out by UNIFEM. It included the signing of a “Cooperation Memorandum of Understanding” (MOU) between UNIFEM and each of the local



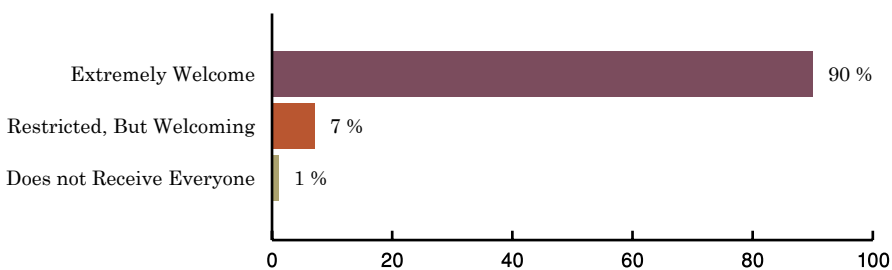
village councils detailing the responsibilities of each party. The local village councils agreed to provide the physical space for the Sabaya Centres, cover the cost of utilities, and ensure coordination and cooperation with the Centres. In turn, UNIFEM committed to provide operations support to the Sabaya Centres based on a needs assessment. Furthermore, it was agreed that all Sabaya Centre revenue would belong to the Centre itself. Contracting with any donor agency would be done through the village council in coordination with UNIFEM. In case of a Sabaya Centre's closure, then the equipment, furniture and other assets would be returned to UNIFEM.

The evaluation team observed that for a majority of the Sabaya Centres, the hosting organizations have provided a good, stable and supportive home for the Centres (Faqqoua Nabi Elias, Arrabeh). However, in some locations there were real challenges (Anata, Deir Abu Dief, Iraq Boreen) to the effective operation and decision-making of the Centres. In Rameen for example, there appeared to be some tension at the beginning between the Sabaya Centre and Rameen Charitable Society. The issue was that Rameen Charitable Society feared that the Sabaya Centre might take over the Charitable Society's previous function and role. In the Gaza Strip, the Sabaya Centres were, for the most part, absorbed by their hosting/partner organizations.

Overall, the women respondents stated that the Sabaya Centres' environment was welcoming and comfortable, indicating that the Centres have managed to remain objective and open to all women. Women further mentioned that their relationship with UNIFEM coordinators was positive, which contributed to the positive environment of the Centres.

All 18 Centres have elected women's committees; these committees include administrative and financial committees which meet twice each month to discuss the Centre's current activities and future plans with full support from UNIFEM area coordinators. This mechanism ensures that the Centres are serving community interests. The composition and active involvement of the Centres' general assemblies demonstrate that they are embedded in the community, as strong and vital community institutions.

Figure (11): Sabaya Centres' Environment



3.4.3 Organizational and management capacity

The Sabaya Programme management structure originally included three local area coordinators for the North, Middle and South areas of West Bank, as well as UNIFEM staff in the Gaza Strip. UNIFEM also recruited 18 women to be volunteer coordinators for the Sabaya Centres for a one-year period. These coordinators primarily facilitated the implementation of the project's activities, acted as focal points for the Centres' activities and organized women's groups. The recruitment of the 18 coordinators was done either through local elections among women or interviews conducted by UNIFEM and representatives from UNDP/PAPP. Through the partnership created between UNIFEM and the United Nations Volunteers (UNV) programme, the recruited coordinators were hired as local UNVs stationed within the target communities.

Attention should be paid to the process of sharing the coordinators' recruitment with all concerned stakeholders. Some stakeholder respondents noted that they were not aware of the recruitment process, its transparency or accountability.

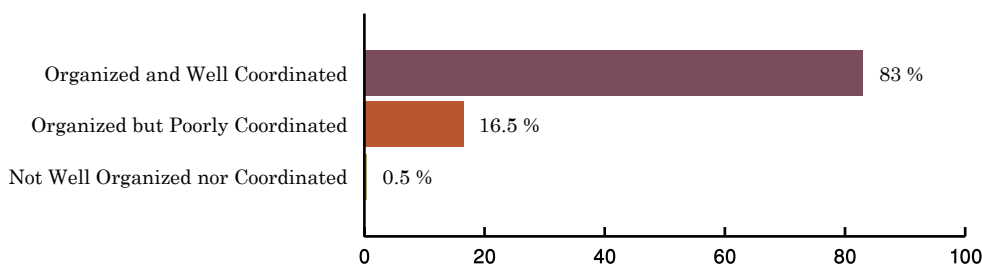
In the Gaza Strip, the management structures differed from those in the West Bank. In the case of the Beit Hanoun Sabaya Centre, for example, the Sabaya Centre was established as part of an existing

NGO, the Ghassan Kanafani Society for Development, without signing any sort of agreement. In Maghazi, the Sabaya Centre was hosted by the Maghazi Cultural Centre, which also did not sign an agreement with UNIFEM. In Mawasi however, the Mawasi Neighbourhood Committee hosted the Mawasi Sabaya Centre and did sign an agreement with UNIFEM.

Furthermore, in the Gaza Strip, there was no Board of Directors for the Sabaya Programme, no clear statement of the Sabaya Centres' vision, mission, goals or annual activity plans. Financial systems were not developed and often non-existent.

In terms of the capacity of the Sabaya Centres to organize activities, women respondents were generally satisfied:

Figure (12): Capacity of Sabaya Centres to Organize Activities



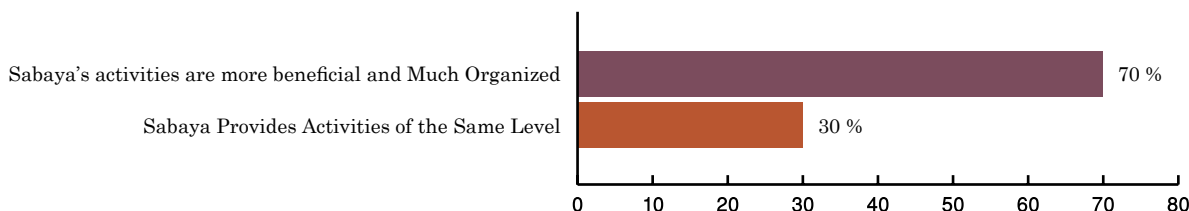
Women were also satisfied with the planning, timing and logistics of activities:

Table (5): Implementation of Sabaya Centre Activities

Indicator	Percentage (%)
Logistics are handled in a good and suitable way	94 %
Timing of activities is suitable to women beneficiaries	93 %
Activities are conducted as planned	79 %
Activities are diverse and cover most needs	75 %

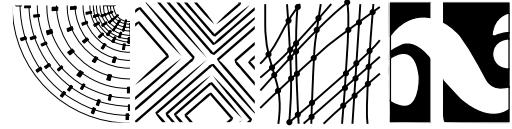
In comparison with other women's centres, women beneficiaries found the Sabaya Centres' activities more beneficial and organized:

Figure (13): Comparison between Sabaya Centres and Other Women's Centres



In order to build a strong foundation with the village councils and local organizations within the communities, and to introduce them to the goals of the Sabaya Programme, regular field visits were conducted by UNIFEM's local area coordinators. Regular monthly coordination meetings took place and still occur for each of the three clusters in the West Bank and Gaza Strip. These meetings are initiated and organized through the local area coordinators.

Later in the implementation of the Sabaya Programme, UNIFEM introduced a new model for the programme's organization and management. This new model was characterized by the creation of coordination Centres in the Allar, Talfeet and Um Salamouneh Sabaya Centres. These sites came to serve as coordinating Centres for other Sabaya Centres in their cluster area and were subcontracted by UNIFEM to provide management and financial support to other Sabaya Centres. This new model enhanced the Centres' capacities and gave them a new identity as service providers. UNIFEM



subcontracted these three Centres to implement some educational activities (literacy and languages classes, among others) in addition to implementing small income generating projects (a food processing factory, a kindergarten and two convenience stores) in surrounding Sabaya Centres. The model proved to be very successful as women themselves were providing the services and resources to other women from neighbouring areas.

According to the evaluation team's assessment, the Centres' coordinators seem to have an impact on the success of the Centres' operations. In two Centres in particular, Anata and Iraq Boreen, the coordinators' role negatively impacted the Centre's operations. However, positive relations with the local village council and the community members, as well as experience and conflict resolution skills, all seem to have a positive impact on the functions of the Sabaya Centres, playing a big role in the success of the initiative.

3.4.4 Human resources, training needs and tools

Without exception, all Sabaya Centres noted varying degrees of challenges in dealing with human resources. The model of recruiting 18 volunteer coordinators for one year had its challenges. The coordinators were paid a salary for one year, after which UNIFEM was no longer able to support their salaries, which might create challenges relating to the continuity of Centre operations and low morale linked to stopping the remuneration.

The evaluation team found that the Centres' coordinators in the West Bank received English training courses (as part of the agreement between UNIFEM and the UNV Programme) to better serve as UNVs and enable them to advocate with international organizations. The course consisted of three levels (primary to advanced), and focused on improving the English writing and conversational skills of the coordinators. The Centres' coordinators in the Gaza Strip requested basic training on using the computer and internet applications. Having completed the training, the Gaza coordinators now all hold an International Computer Driving License (ICDL).

The evaluation team found that, at present, Sabaya Centre coordinators would benefit from training on leadership skills, conflict resolution, advocacy, fundraising, networking and communication skills.

3.4.5 Programming content and appropriateness of services

It is here that the evaluation team sees the real success of the Sabaya Programme.

Sabaya Centres have been acting as hubs for educational/vocational activities and trainings for rural women in local communities. A number of educational and vocational training courses have been conducted at Sabaya Centres on a continuous basis, such as language courses, computer skills, educational support classes for young women, literacy classes, art and photography, etc.

UNIFEM, in cooperation with the Palestinian Counselling Centre (PCC), provided psycho-social awareness and counselling services to the Sabaya Centres in the West Bank, in addition to publications that promoted psycho-social awareness. PCC's counsellors conducted workshops and trainings among women about violence, behaviour, diseases, child growth, and health and sex education. They also provided counselling services, for which they received many cases, some of which were referred to their offices.

In the Gaza Strip, the Gaza Community Mental Health Programme (GCMHP) provided psycho-social support for women through workshops, sessions and a mobile clinic. The sessions proved to be good, whereas the mobile clinic was not very efficient as the GCMHP did not adhere well to the agreed upon schedule of activities.

UNIFEM has been providing a counselling package to rural women through the Sabaya Centres whereby women at Sabaya Centres can benefit from legal, psycho-social and academic counselling sessions on a weekly basis. UNIFEM/UNDP has considered the Sabaya Centres as channels to reach rural women and provide them with services even beyond the Sabaya Programme. This mechanism has also been adopted by UNIFEM's partners and other UN agencies, including UNESCO, which are now implementing their own projects within the Sabaya Programme.



In cooperation with Ma'an Development Centre, UNIFEM built the capacity of 82 rural women from all of the Sabaya Centres in the West Bank and Gaza Strip to run their Centres successfully and professionally beyond the lifetime of the project. They provided them with 75 hours of training on management skills, leadership skills, financial and bookkeeping skills, as well as 96 sessions of on-the-job training (5 sessions for each Centre) that ensured the successful practical implementation of all the newly-acquired skills. During this capacity building initiative, a procedural and operational manual was developed based on the Centres' special needs. This capacity building initiative focused on the empowerment of rural women and the future sustainability of the Centres after the project is completed.

In partnership with Relief International–Schools Online (RI-SOL), UNIFEM developed a special, first-of-its-kind curriculum focusing on rural women's ICT needs through the Sabaya Centres. At the same time, they trained 60 women as trainers in the ICT field. This mechanism ensured women's access to basic computer training at any time. The ICT needs assessment report was developed through the Sabaya Centres, with 132 female field searchers filling out the questionnaires, and 48 women from Sabaya Centres participating in focus groups.

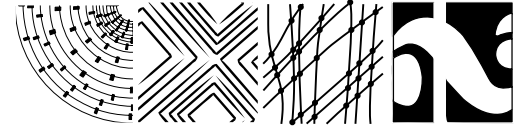
Women from Sabaya Centres also received training through UNIFEM's Women's Human Rights Programme "CEDAW Stories Project" on documentation methodologies. The project provided a group of women from the Sabaya Centres with basic skills on documenting cases and stories from their communities.

UNIFEM conducted a feasibility study to assess the profit potential of economic activities at each of the Sabaya Centres in the West Bank and Gaza Strip. Based on the results of the study funds were then allocated for the development and implementation of ten income-generating projects to establish two nurseries and kindergartens, two cooperatives, one bakery/oven, one food processing factory, one tailor shop, two plastic green houses, and one sheep fattening project. From these income-generating activities, the ones that have survived to-date include one plastic green house, two cooperatives, a bakery/oven, and to a certain extent, two nurseries and kindergartens.

In an attempt to raise awareness about rural women in the oPt, UNIFEM took the initiative of developing an information portal for the Sabaya Programme (www.sabaya.org), both in Arabic and English. One of the major links in the portal is the *Information Resource Centre* which includes huge amounts of information that was designed and gathered based on rural women's information needs including: Palestinian laws, procedures for acquiring formal papers, information on basic services that women need and a listing of women's organizations. The second major link is the *Discussion Forum* which links rural women online to discuss any subject as well as links them to the outer world. UNIFEM trained the women at the Sabaya Centres on how to use the discussion forum on the portal. 60 women and girls participated in the Sabaya portal training. Despite this large and distinguished initiative, however, women's IT literacy and access to internet services in rural areas remain a challenge. Also, not assigning a moderator for the forum proved to be a challenge, but was later resolved by UNIFEM. Most of the women participants in the focus groups stated that they do not use the Sabaya Programme website. However, it seems that it is an important tool for the younger generation of the Sabaya Programme's women beneficiaries.

UNIFEM introduced the idea of "Stories in Boxes" to the Sabaya Centres. The project involved women writing stories about Israeli violations of their human rights, domestic violence, or any other problem that they face on a daily basis. The women then submitted their finished stories in boxes, which UNIFEM coordinators collect on a monthly basis. Select stories from the boxes were used in the monthly Human Rights Monitor report produced by the UN Agencies. The aim was to reflect the situation of rural women in the oPt and to strategically plan for future UNIFEM and UNDP projects and interventions. Rural women increasingly understand the importance of delivering the information and stories from the ground to the area coordinators and thus feel that their stories and voices are being heard.

UNIFEM also organized a cross-regional workshop gathering women from all of the Sabaya Centres. During the workshop UNIFEM staff trained women on planning and team work skills. The aim of these trainings was to empower women to express their feelings, assess their needs and draw a vision for the future in order to strengthen their capacity to advocate for their rights.



Within the capacity building initiative implemented by the Ma'an Development Centre, women were given training on leadership skills, women's empowerment and communication skills. A human rights-based approach was adopted by UNIFEM in all trainings provided to the Sabaya Programme beneficiaries.

Twelve feasibility studies were produced by an economic development expert for potential small income-generating projects to be implemented in the Sabaya Centres. As a result, 12 small income-generating activities were implemented, 10 in the West Bank and 2 in the Gaza Strip). The projects are being run by women themselves, while the earnings are divided between the working women and the Centre itself.

As revealed from the qualitative assessment, the challenges encountered in the implementation of the Sabaya Programme included the opinion that the content of the training and capacity building activities was set by UNIFEM, with limited opportunity to change it. Other challenges included limited opportunities for training on management skills and organizational development, the lack of a fund-raising strategy to ensure the sustainability of the Centres and limited implementation of income-generating projects.

“UNIFEM would respond to our concerns and needs, but according to their plan and programme. They also helped us in conducting outreach to other programmes and donors”.

“UNIFEM connected us with other national and international organizations and helped us get funding”.

“We would like to continue working with UNIFEM, to continue with most of the activities, the workshops and trainings, academic and psychological counselling, advanced computer and beauty courses, and would also like to work on production projects like a bakery.”

“We wouldn't like to change anything in the programme's implementation, but would like to improve it and continue with most of its activities, and add to it”.

3.4.6 Monitoring and evaluation capacities

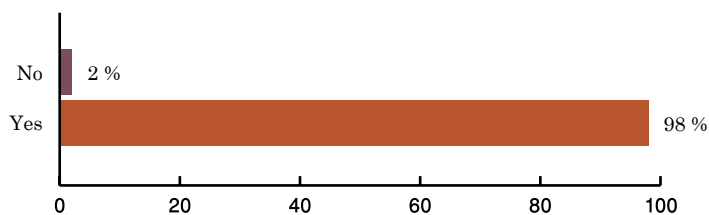
From the evaluation assessment, it can be generally said that the Sabaya Centres have limited monitoring and evaluation capacity.

All Sabaya Centres have monthly progress reports including the following information: projects, activities, plans for the coming period, and indicators. However; it was not clear to the evaluation team how these reports were utilized, and whether there is a more comprehensive monitoring plan. Furthermore, the Centres lack the capacity for financial monitoring.

3.4.7 Sustainability of the Sabaya Programme

The overwhelming majority (98%) of women respondents expressed their support for the continuation of the Sabaya Centres:

Figure (14): Women’s Support for the Continuation of Sabaya Centres



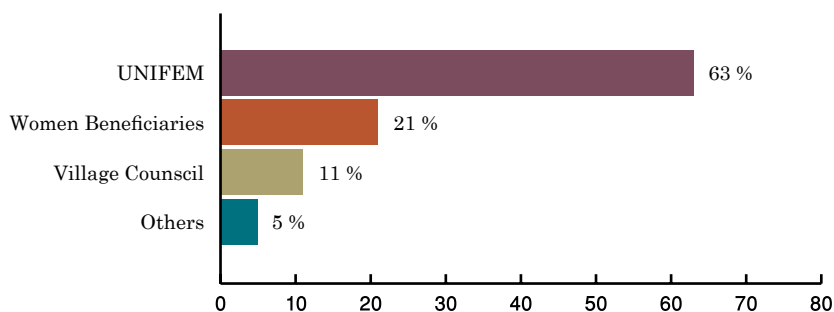
When asked about the reasons why they supported the continuation of the Sabaya Centres, the following main reasons were stated:

- The role of Sabaya Centres, in most cases, as the only women’s Centre in the target location that provides women with services that they would not have access to otherwise;
- Belief in the potential of Sabaya Centres to open opportunities for women, with emphasis on economic opportunities and developing employable skills;
- Providing a forum for women to gather, benefit from services, release stress through the psychosocial support sessions and think together of their needs and demands;
- The role of Sabaya Centres as symbols of change through raising the community’s awareness of women’s roles, rights and potential.

A similar majority of women respondents (95%) stated that they also think the local communities encourage and support the continuation of the Centres and their activities.

At the same time, the survey results showed that there is still a high dependency on UNIFEM for sustaining the Centres and providing them with future support:

Figure (15): Responsibility for Sustaining Sabaya Centres

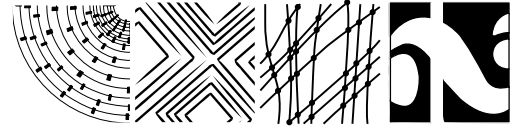


At the institutional level, UNIFEM has not clearly defined what “sustainability” means for the Sabaya Programme, although there is a preponderance of opinion that it means the Centres will become “self-supporting”. The reason behind this opinion is that there were no clear plans from the outset to go beyond the project implementation period.

Some UNIFEM informants noted that some of the Sabaya Centres have already proven to be reliable and independent, and are currently working on their own, like the Centres in Talfeet, Nabi Elias and Kufr Al Deek. Other Centres faced problems, and one Centre even closed. From the evaluation, it appears that the Gaza Strip Centres are very weak and might be at risk if future/emergency support does not target these Centres immediately. The reason for this does not rest solely with UNIFEM, but is rather due to the overall difficult situation in the Strip, making the sustainability and financial viability of the Centres much more challenging.

Other informants noted that some of the Sabaya Centres were negatively impacted when direct support from UNIFEM ceased, particularly in relation to the coordinators’ salary payments.

The mechanisms introduced by Sabaya Centres in order to ensure sustainability of their operations included the effort to register the Centres with the local authorities, which would qualify the Centres



to get grants from institutional donors. Other mechanisms included securing revenue for the Centres by means of conducting training courses and other programmes, as well as including Sabaya Centres in ongoing programmes implemented by UNIFEM.

There are a number of facets of the sustainability question that should be factored into determining how Sabaya Centres should go about achieving their sustainability:

Management Structures: as discussed previously, the creation and strengthening of a middle management/leadership level structure could contribute to the Centres' sustainability. Key to this is ensuring capacity development of the Centres' members in leadership skills, fund-raising, programming, and financial monitoring.

Income Generating Activities: in assessing the financial sustainability of Sabaya Centres, it is necessary to consider the full costs of running these Centres beyond equipment, furniture and licensing. It is clear that no Centre is currently able to cover its full costs entirely from the thin streams of revenues generated through training activities despite the fact that some Centres are faring better than others, such as the Centres in Kharas and Allar.

National Networks: they might provide a solution to the sustainability question, as they might offer opportunities for financial support and capacity building activities.

Sustainability plans: sustainability plans should have been thought of during the establishment of the Sabaya Centres, including but not limited to a focus on Centres' management structures, plans for capacity development of Centres' members and Centres' relations with hosting organizations.

3.4.8 Local and National Partnerships

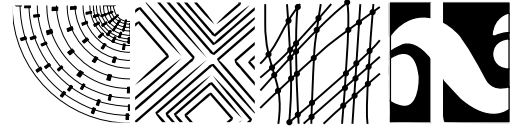
According to the evaluation results, many Sabaya Centres see opportunities for expanding their programming and services through partnerships with other local and national institutions.

The Sabaya Centres identified several areas where more capacity building would be useful:

- Learning how to identify partnership opportunities;
- Building a culture of partnership locally and nationally, including principles and guidelines on how to partner effectively and how to ensure openness, transparency and responsiveness. In taking on the challenge of partnership training, some consideration will need to be given to the different legal status and governance structures of the Centres. For those Centres operating under local village councils or government administrations, some believe that they cannot go on their own to find partners;
- Understanding how to identify and work with relevant government departments. Public institutions should consider using the Centres to improve their public services, like electoral and civic education, citizen participation, information for the private sector, health, education and others. Sabaya Centres need good "politicking" skills to connect into national departments and agencies.



4. Analysis and Recommendations



In light of the main findings of the evaluation presented in the previous section, this section of the report analyses the findings in regards to the Sabaya Programme's future. First, it examines various aspects of UNIFEM's role in the future of the programme, including its potential role in programme scale-up, the relationship between the Sabaya Programme and future UNIFEM sector programming, as well as the potential for replicating the Sabaya Programme model. Secondly, it looks at different considerations for Sabaya Programme scale-up from the perspective of programme management, sustainability, monitoring and evaluation, and self-assessment.

4.1 UNIFEM and the Future of the Sabaya Programme

4.1.1 Should UNIFEM be involved in Programme Scale-up?

UNIFEM has taken ownership of the concept of Sabaya Centres, and should, in the opinion of the evaluation team, continue to be involved in exploring the possibility and potential impact of increasing the number of Centres in the West Bank and Gaza Strip, as well as initiating them in other countries.

A critical mass of Sabaya Centres could significantly accelerate progress towards sustainable development across a country, through the aggregation of their contributions towards social inclusion and mobilization, cultural resilience and improving quality of life. They could also foster partnerships across government institutions and NGOs to help with the delivery of government services and to improve citizen participation in government. In addition, a critical mass of Centres could influence national policy in the furtherance of a country's sustainable development, governance and poverty reduction objectives, and could become the development platforms for more efficient and effective delivery of programming of field offices of UN and other international agencies.

However, as noted in the Main Findings section of this report on the sustainability of the Sabaya Programme, UNIFEM lacks clarity in terms of its long-term interests in further developing and implementing the Sabaya Programme. Therefore, UNIFEM needs to determine whether it intends to:

- Sustain a longer commitment to the initiative, in order to actually use the Sabaya Centres it has activated or established in support of its mandate; or
- Simply transfer lessons to governments and other agencies both nationally and regionally, in the hopes that others will take up the model.

Either way, UNIFEM needs to include in the planning for scale-up the methods by which it will either sustain its own interest or ensure that others will benefit and sustain the investment that UNIFEM has made in the Sabaya Programme.

The evaluation team recommends that UNIFEM look not only at the take-up of Sabaya Centres by others, but also at how UNIFEM will use the Sabaya Programme for its own strategic interests in understanding the role of this initiative in the development process.

4.1.2 Opportunities for UNIFEM sectors programming

The 2008-2011 UNIFEM Strategic Plan, is expected to enable the Women Fund to move forward in achieving its overarching goal: to support the implementation at the national level of existing international commitments to advance gender equality.

In support of this goal, UNIFEM works in the following thematic areas:

- Enhancing women's economic security and rights;
- Ending violence against women;
- Reducing the prevalence of HIV and AIDS among women and girls;
- Advancing gender justice in democratic governance in stable and fragile states;
- The Sabaya Centres provide UNIFEM with a good opportunity to advance gender equality and women's empowerment. Through the Centres, UNIFEM can demonstrate its ability to provide coherent, state-of-the-art expertise to advance gender equality. Furthermore, through strategic partnership and leadership commitment, UNIFEM can have the platform needed to advance gender justice.



4.1.3 Replicability of the Sabaya model

As mentioned in the Main Findings of the evaluation, the Sabaya Centres lack capacity in understanding how to secure funding from the international development assistance community for their various programmes and activities.

UNIFEM has the potential to play a very important role in promoting the Sabaya Centres as platforms for development to other international agencies. In doing so, UNIFEM could help the Sabaya Centres to diversify their donor base through the provision of services to other donors.

Taking into account the partnership between UNIFEM and UNDP, UNIFEM is also well-positioned to partner with other UN agencies like ILO, UNICEF, UNESCO, UNRWA and WHO to help them communicate with and engage their own stakeholders at the grassroots level by working with and through the Sabaya Centres.

The evaluation team suggests that UNIFEM build a coalition of agencies that will make active use of the Sabaya Centres that are already in place, as well as those currently under development and any future Centres, with UNIFEM ensuring the transfer of lessons learned.

Another consideration for replicating the Sabaya model that is addressed in the Main Findings of the evaluation involves the establishment of partnerships between Sabaya Centres and hosting organizations. Carefully selecting organizations to host new Sabaya Centres is one possible strategy to follow for replicating the Sabaya model in the future. In the Gaza Strip for example, one of the Sabaya Centres was hosted by a local NGO, the Ghassan Kanafani Society for Development in Beit Hanoun. There turned out to be quite a strong commitment from the Kanafani organization to continue supporting the Sabaya Centre, even in the absence of UNIFEM. However, other experiences were not as positive. The evaluation findings revealed significant problems in the relationships between hosting organizations and the Gaza Sabaya Centres that negatively affected the Centre's operation and overall programme implementation. Thus, while the evaluation team recommends the future replication of the Sabaya model in general, it highly cautions the use of hosting organizations without serious review of this approach's methodology and implementation.

4.2 Considerations for Sabaya Programme Scale-up

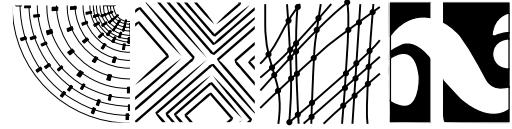
4.2.1 Management

From the evaluation's Main Findings, successful Sabaya Programme implementation requires a structured, results-based approach to management. Therefore the evaluation team suggests that such a plan should be put in place. There should be a country-level action plan for each Centre's scale-up, detailing the goals, objectives, activities, outputs and outcomes of each Centre, with a clear delineation of roles and responsibilities of all actors involved (UNIFEM, other donors, national government, local NGOs), as well as timelines put in place for monitoring performance.

The Sabaya initiative needs an enabling policy environment in order to fulfil its own programming objectives and cover its basic operating costs. Too often, the evaluation revealed access barriers, such as registration restrictions, that prevented Sabaya Centres from obtaining the funding needed for their operations. Therefore, the evaluation team recommends that UNIFEM accelerate efforts to create an enabling policy environment for the Sabaya Centres.

Similarly, the evaluation team recommends that UNIFEM start now to work with national governments to build the Sabaya initiative into the next Palestinian Development Plan.

Mobilizing resources for the future work of the Sabaya Programme is needed for scaling-up as well as for the current operations of the Centres.



4.2.2 Sustainability beyond Scale-up

Based on the findings of the evaluation, the evaluation team suggests that a number of the considerations be addressed during scale-up.

The first six considerations should be addressed by the UNIFEM team responsible for the Sabaya Programme:

- Sabaya Centres must rigorously adhere to the principles of community roots, ownership and involvement. Sabaya Centres that link closely with other institutions and programmes that are meeting community needs are more likely to last. For these Centres to fulfil their full potential, they should be built on existing community institutions and relationships. The evaluation team suggests that UNIFEM explore the idea of attaching more Sabaya Centres to other public institutions, such as schools or other NGOs, and opening those facilities up to broader public access;
- In reviewing the training and networking needs for the Sabaya Centres, UNIFEM should keep in mind that opportunities for training, staff exchanges and networking should be provided based on the women's needs, in addition to pre-prepared training packages. Building the capacity of the participating women will help support the Sabaya Centres in the future;
- Guidelines should be developed on appropriate uses of volunteers, with sensitivity to expectations for recognition and compensation, potential family conflicts, and managing the cycle of new and departing volunteers;
- UNIFEM should promote a strong role for the Sabaya Centres in development programming, including programme design, implementation, monitoring and follow-up;
- The Sabaya Centres' coordinators should be development oriented. The reliance on the coordinator for all aspects of a Sabaya Centre's operations should be monitored, with guidance provided by UNIFEM for building up a "middle management" level if at all feasible;
- Each Sabaya Centre should prepare a full assessment of its operating cost requirements (staffing, programming, marketing, networking and so forth). Once the full cost assessment has been prepared, a hybrid plan for financial sustainability should be developed.

The following are only suggestions on what a hybrid plan for financial sustainability might include:¹²

- Staffing to be subsidized through the organization hosting the Sabaya Centre;
- Support for programming, including staff and transportation, secured through partnerships with district and national government departments, as well as UN agencies, for the delivery of their programmes and services;
- Individual grants for special projects negotiated through donor and foundation channels.

Capacity building for these different revenue generating approaches will need to be provided during scale-up.

The final two considerations should be acted upon together by the Sabaya Centres and UNIFEM:

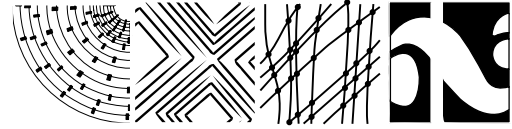
- Costs for the start-up of each Sabaya Centre should be monitored closely, and a full cost account just for start-up expenses should be prepared. UNIFEM should also develop a full cost financial report on its own internal costs for start-up. This is required to ensure success and sustainability;
- Explore how to build resilience into the Sabaya Centre model. The Centres need to be able to systematically identify and plan for the impact of external factors on their operations. There is a need to build capacity within the Centres to identify such external challenges in order to address or mitigate their impact.

4.2.3 Monitoring and evaluation

UNIFEM should aim to ensure that there is a solid, rigorous monitoring system in place for scaling-up the Sabaya Centres initiative. Observations at individual Centres must be recorded systematically and aggregated in order to assess benefits of the Sabaya Centres to the country as a whole.

¹² There will obviously be local variations on this, depending on the type of structure and governance of the Sabaya Centre.





A leading principle in the development of indicators for sustainable development is that the community itself must be involved in indicator selection. If the community chooses the indicators that are most important to it, then the community is more likely to monitor its performance against those indicators.

This might be a useful initial “networking” exercise for the Sabaya Centres involved in scale up. Each Sabaya Centre would discuss with its community stakeholders what indicators of success might be for the Centre.

Eventually the Sabaya Centre coordinators (through a country-level in-person workshop), would share and refine these indicators, retaining those particularly important for their individual circumstances, but also noting for UNIFEM what common indicators could be aggregated to demonstrate the Sabaya Centres’ contributions across the oPt. Such a system, grounded in the experience of individual Centres, should help mitigate against a “top down” scale-up process.

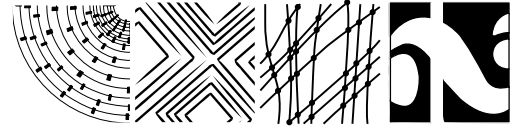
4.2.4 Capacity for self-assessment

There is a real need to build the capacity for self-assessment within each Centre. The leader of the evaluation team would suggest the use of academic tools only if there is sufficient coordination and financial support from UNIFEM.

A much simpler process for self-assessment and planning should be developed by the Centres’ themselves, a process that takes into consideration available staff and volunteer time. Simple management tools (basic statistics, evaluation forms for training, user satisfaction surveys) need to be introduced during the start-up phase to help the Sabaya Centres make management decisions quickly and with some confidence.



5. Conclusion



This final section summarizes the evaluation's overall conclusions, outlines lessons learned from the Sabaya Programme's implementation, and provides a number of recommendations to UNIFEM and the Sabaya Centres that can hopefully be relevant for the future work of UNIFEM and/or others involved or interested in the establishment and operation of similar Sabaya initiatives.

5.1 Conclusions

The Sabaya Programme was implemented against the complex backdrop of the ongoing humanitarian crisis in the oPt. Overall, it was a **well-conceived and soundly executed programme that filled a vital gap in the provision of services for rural and marginalized women**. The Sabaya Programme provided these women with a forum and services that local governments could not, due to their lack of resources in the challenging operational contexts of the West Bank and Gaza Strip, marked by constrained access and mobility, travel restrictions, closures, and unexpected political upheavals.

For the most part, the Sabaya Programme **achieved its primary goal** of empowering and protecting rural women by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities. Surveys of beneficiaries and other stakeholders revealed that the programme was largely successful in addressing the priorities and needs of its beneficiaries. The establishment and activation of the Sabaya Centres resulted in **tangible outcomes**, including enhancing and promoting the role of women in social participation, decision-making, and leadership as well as raising awareness and acceptance of women's contributions to their communities and society as a whole.

In general, UNIFEM has achieved its four **main objectives** in establishing the Sabaya Centres. It has set the stage for empowering and protecting rural women, implemented training and capacity building activities, supported women in networking, and to a certain extent, created women's income-generating projects. The Sabaya Programme logic was well established for the initiative as a whole, though the evaluation revealed that stakeholder and beneficiary understanding of this programme logic lacked consistency, despite UNIFEM's perception that the programme logic was well recognized and understood.

The **content** of UNIFEM's Sabaya programming and types of **services** offered were appropriate for **community needs** and demonstrate the Sabaya Programme's real success. The Sabaya Centres have acted as hubs for many regular educational and vocational activities, such as language courses, computer skills, educational support classes, literacy classes, art and photography. Relations with the **partner organizations** that provided the Sabaya Centres with training and capacity building were generally good. However, Sabaya Centres could still improve their capacity development offerings in areas such as leadership skills, strategic planning, communication skills, monitoring and evaluation systems, fund-raising, advocacy and income generation.

As for the future of the Sabaya Programme, UNIFEM has not clearly defined what **sustainability** means for the Sabaya initiative. While all of the Sabaya Centres have expressed their willingness to continue functioning, most need additional administrative and financial support in order to do so, including assistance in securing the proper registration with the local authorities. Without exception, all of the Sabaya Centres reported varying degrees of challenges with **human resources**, particularly with the model of recruiting 18 volunteer coordinators to manage the Centres. The quality of a Sabaya Centre's **coordinator**, particularly her relations with the local village council, general management experience, and conflict resolution skills, often considerably impacted a Centre's successful operation. A lack of adequate **planning, monitoring, and evaluation** in most of the centres was another common factor that often impeded the performance of the programme.

While UNIFEM is seen to be the initiator and implementer of the Sabaya Programme from the perspective of the Centres themselves as well as the broader communities in which the Centres operate, **UNIFEM's role** in future Sabaya programming is unclear. In the Gaza Strip, UNIFEM made arrangements for other organizations to host the Sabaya Centres from the outset. For the majority of these Centres, the **hosting organization** has provided a good home for stability and support for the Centres, whereas in other locations, there were real challenges in effective operations and decision-



making. In most cases, the host centres are capable of sustaining the Sabaya Centres into the future. However, lack of capacity and resources for the Sabaya Centres in the Gaza Strip may mean that their sustainability will include the full absorption of the Sabaya Centres by their hosts. In the West Bank, exit strategies or plans for future involvement between UNIFEM and its Sabaya Programme partners and participating communities still need to be developed.

5.2 Recommendations and Lessons Learned for Sustainability and Programme Scale-up

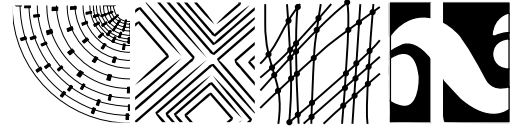
In the interest of enhancing the quality of future Sabaya programming, the evaluation team has identified the following specific recommendations, based on lessons learned, for strengthening the effectiveness and impact of future Programme implementation.

Strategy, Networking, Partnerships

- **In selecting sites** for future Sabaya Centres, UNIFEM should give priority to existing women's centres or groups that need to be empowered and supported with physical infrastructure, equipment and capacity building. They should continue supporting the successful centres from the previous phase at a different level, with focus on more strategic issues of management, financial management, project implementation (subcontracting) and income generation projects;
- **Sustainability** cannot be assumed. The Sabaya Centre model should include a comprehensive, results-based management plan and strategy detailing the Sabaya Programme's sustainability both programmatically and financially. There should be an action plan for each scale-up and phase-out covering the time frame of each phase and detailing goals, objectives, activities, outputs and outcomes, with clear delineation of roles and responsibilities of all actors involved (UNIFEM, other donors, national government, local NGOs), as well as timelines in place for monitoring performance;
- UNIFEM should create a single document in Arabic that fully describes the Sabaya Programme logic, complete with timelines, outputs, outcomes, stakeholder analysis (including roles and responsibilities), and indicators of success;
- UNIFEM should explore how to build resilience into the Sabaya Centres model. The Centres need to be able to systematically identify and plan for external factors that could affect their operations in order to address and mitigate their impact;
- For Sabaya Centres to operate effectively, they have to be **built on existing community institutions and relationships**. Sabaya Centres that linked closely with other institutions and programmes that work to meet community needs were more likely to last. Therefore, the Sabaya Programme approach should rigorously adhere to the requirement of community roots, ownership and involvement. UNIFEM should explore the possibility of attaching Sabaya Centres to other public institutions, such as schools or other NGOs, and opening those facilities up to broader public access;
- The Sabaya initiative needs an **enabling policy environment** in order to fulfil its own programming objectives and cover its basic operating costs. Too often barriers due to registration restrictions prevented the Sabaya Centres from accessing needed funding for their operations. UNIFEM should start now to work with national governments to build the Sabaya Centre initiative into the next Palestinian Development Plan.

Human Resources

- The Sabaya Centres' **coordinators should be development oriented**. Reliance on the Centre coordinator for all aspects of a Sabaya Centre's operations should be monitored and UNIFEM should provide guidance for long-term planning on building up a "middle management" level for the Sabaya Centres. The middle management could take some of the day-to-day operations burden off Centre coordinators, allowing them to focus on strategic planning, community ownership and diversification of funding;
- Guidelines should be developed on **appropriate uses of volunteers** in Sabaya Centres, with sensitivity to expectations for recognition and compensation, potential family conflicts, and managing the cycle of new and departing volunteers.



Monitoring and Evaluation

- Each individual Sabaya Centre should develop **processes for self-assessment and planning** that take into consideration available staff and volunteer time. Simple management tools (basic statistics, evaluation forms for training, user satisfaction surveys, etc.) need to be introduced during the start-up phase to help the Sabaya Centres make management decisions quickly and with confidence;
- UNIFEM should aim to ensure that there is a solid, rigorous **monitoring system** in place for sustaining and scaling-up the Sabaya Centres initiative. Observations at individual Centres must be recorded systematically and aggregated in order to assess the benefits of the Sabaya Programme at the national level;
- Based on the lesson learned that when a community chooses the indicators that are most important to it, then the community is more likely to monitor its performance against those indicators, it might be useful for UNIFEM to coordinate a networking exercise in which each Sabaya Centre would discuss with its community stakeholders what indicators of success might be for their respective Centres. In a national-level, in-person workshop, the Sabaya Centre coordinators could share and refine these indicators, retaining those particularly important for their individual circumstances, but also noting the common indicators that UNIFEM could aggregate to demonstrate the Sabaya Centres' contributions at the national level. Such an exercise, grounded in the experience of individual Centres, should help mitigate against programme scale-up being driven as a "top down" process.

Financial and Resource Management

- **Mobilizing resources** for the future work of the Sabaya Programme is needed for scaling-up as well as for the current operations of the Centres. Every new Sabaya Centre should monitor their costs for start-up and prepare a full cost account just for start-up expenses. UNIFEM should also develop a full financial report on its own internal costs for each Centre's start-up;
- Each Sabaya Centre should prepare a full assessment of its overall **operating** costs (staffing, programming, marketing, networking and so forth). Once the full cost assessment has been prepared, a hybrid plan for financial sustainability. While there would obviously be local variations depending on each Sabaya Centre's structure and governance, such a hybrid plan for financial sustainability might include: staffing subsidized through a hosting organization; support for programming, including staff and transportation, secured through partnerships with district and national government departments as well as UN agencies, for the delivery of their programmes and services; and individual grants for special projects negotiated through donor and foundation channels. UNIFEM should provide capacity building for these different revenue generating approaches during scale-up.

Programming

- UNIFEM should provide opportunities for **training, staff exchanges and networking** based on women's needs, in addition to UNIFEM's pre-prepared training packages;
- UNIFEM should **promote the Sabaya Centres in development programming**, including programme design, implementation, monitoring and follow-up;
- Sabaya Centres should **maintain** their work with current partners, but **expand** their scope of work to include new and different areas, such as health and nutrition, child development, remedial education and advanced computer courses.

Closing Note

The evaluation team would like to thank UNIFEM for the opportunity to review such an exciting and transformative initiative. The time, funds and effort that UNIFEM has put into the Sabaya initiative has been matched and often exceeded by the commitment of the Sabaya Centres' staff and constituent communities.

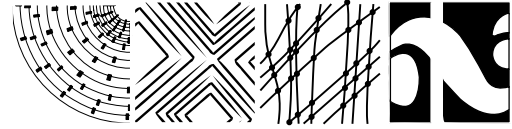
On every site visit, the evaluation team asked the Sabaya Centres' users and beneficiaries whether they would want the Centres to continue operating after the Programme's official end date. The response was overwhelmingly positive, with all respondents confirming the need for the Centres to develop women's capacities socially, economically and culturally.

Thus, the evaluators hope that UNIFEM will find the best solution for supporting the Sabaya Centres in the future, not only for UNIFEM's own purposes, but for the benefit of the local communities themselves.





6. Annexes



Annex I: Evaluation Terms of Reference

Terms of Reference for the Evaluation of the Sabaya Programme

Introduction

The Sabaya Programme is the largest programme implemented by the United Nations Development Fund for Women (UNIFEM) in the occupied Palestinian territory (oPt). It was initiated and piloted in 2004 in cooperation and partnership with the United Nations Development Programme/Programme of Assistance to the Palestinian People (UNDP/PAPP), with the establishment of three women's community Sabaya Centres in the northern West Bank. In 2005, there was a short expansion period in which nine additional Sabaya Centres were established in locations throughout the West Bank and an added programme emphasis was placed on economic security. In 2006, the programme expanded even further through support from the UN Trust Fund on Human Security, increasing the number of Sabaya Centres to 18. A total of 15 centres are currently operating in rural communities in the West Bank and three in the Gaza Strip.¹³ Since its inception, the programme has benefited around 25,000 women in these locations.

Sabaya Programme Goal

The Sabaya Programme aims to empower and protect rural women by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities.

Sabaya Programme Objectives

Objective 1: To develop and strengthen women's capacity to cope with the direct effects of the current conflict by organizing women's groups and networks, and by facilitating their access to services, information and resources.

Objective 2: To develop and strengthen institutional capacities of service providers and women's groups to streamline quality services, resources and information.

Objective 3: To raise awareness of women's needs and priorities in target communities.

Objective 4: To strengthen women's leadership and advocacy skills for gaining access to services, information and resources.

Scope of Work

UNIFEM intends to conduct an external evaluation for the Sabaya Programme covering both the West Bank and Gaza Strip, and including all stakeholders, with a particular focus on the input from the women in the target communities. The Sabaya Programme has proven to be very successful in many locations, whereas in other locations, the success has been limited, but there are many indications that the programme has great potential. The purpose of the proposed evaluation is to:

- Assess the impact of the programme on women, families and targeted communities;
- Measure achievements towards programme objectives and expected outcomes;
- Determine which strategies, approaches and activities were not successful and how they could be amended;
- Assess the determinants of successful community-based women's mobilization;
- Determine and document programme best practices;
- Determine challenges to the implementation of the Sabaya Programme in the oPt and the action(s) required to address these challenges;
- Determine unexplored programme opportunities and how they could be capitalized on;

¹³ West Bank Sabaya Centres included Faqqoua, Deir Abu Dief, Arrabeh, Allar, Rameen, Nabi Elias, Talfeet, Iraq Boreen, Kufr Al Deek, Deir Istya, Anata, Obaidieh, Um Salamouneh, Kharas and Beit Ula; Gaza Sabaya Centres included Beit Hanoun, Maghazi and Mawasi.

- Assess the replicability of the Sabaya approach by UNIFEM in other contexts (both within and outside the oPt) and the action(s) required to make this happen in line with UNIFEM's strategic plan (2008-2011);
- Determine the next phase of UNIFEM's involvement in the locations where it implemented the Sabaya Programme, in line with UNIFEM's new strategic plan (2008-2011);
- Assess the humanitarian activities of the Sabaya Programme, specifically the counselling component, which included psychosocial, legal and academic counselling, as well as the economic security component.

The evaluation will cover 18 community-based women's centres, or "Sabaya Centres", fifteen in the West Bank and three in the Gaza Strip.

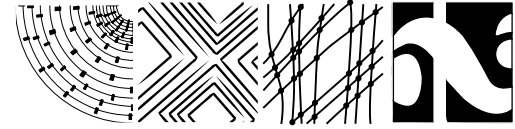
The **locations** are:

Faqqoua, Deir Abu Dief and Arrabeh (**Jenin**);
Allar and Rameen (**Tulkarem**);
Al Nabi Elias (**Qalqilia**);
Talfeet (**Nablus**);
Deir Istya and Kufr Al Deek (**Salfeet**);
Anata (**Jerusalem**);
Obeidieh and Um Salamouneh (**Bethlehem**);
Kharas and Beit Ula (**Hebron**);
Mawasi (**Rafah**);
Maghazi (**Der Al Balah**);
Beit Hanoun (**Jabalialia**).

It is expected that in order to conduct the evaluation, the evaluator will be responsible for:

- Meeting regularly with UNIFEM central office and the Programme's field staff for continuous consultation, coordination and feedback;
- Conducting field visits to the above-mentioned Sabaya Centres and meeting with all local stakeholders (e.g. women, men, village councils, etc.);
- Consulting with other stakeholders (implementing partner organizations, UNDP/PAPP, other UN agencies, Ministry of Women's Affairs, etc.);
- Documenting all findings of these meetings and consultations;
- Preparing and conducting a presentation on the evaluation results for key stakeholders (to be determined jointly with UNIFEM);
- Providing a final evaluation report in English and Arabic, both in hard copy (five copies) and electronic format.





Annex II: List of Consulted Stakeholders

UNIFEM and Partners

UNIFEM occupied Palestinian territory Method of Consultation: Interview				
	Name	Organization	Title	Date
1.	Alia El-Yassir	UNIFEM	Head of Office	January 2009
2.	Fidaa Amasheh	UNIFEM	National Programme Officer	January 2009
3.	Suad Abu Kamleh	UNIFEM	Information Officer	January 2009
4.	Myassar Daajan	UNIFEM	Field Coordinator - West bank	January 2009
5.	Hiba Zayyan	UNIFEM	Field Coordinator - Gaza Strip	February 2009
6.	Ranya Abu Ayyas	UNIFEM	Field Coordinator	February 2009
Representative of Partner Organizations Method of Consultation: Interview				
7.	Sahar Othman	Sharek Youth Forum	Public Relations Manager	February 2009
8.	Misyef Misyef	Consultant	Needs Assessment and Feasibility Study Expert	February 2009
9.	Shadi Jaber	The Palestinian Counselling Centre (PCC)	Social & Educational Department Director	February 2009
10.	Zahira Fares	The Palestinian Counselling Centre (PCC)	Programme Coordinator	February 2009
11.	Sawsan Salahat	Women For Life (WFL)	Legal Counsellor	February 2009
12.	Emad Hattab	Palestinian Red Crescent Society (PRCS) - Gaza Strip	Director of Illiteracy Project	March 2009
13.	Abeer Jaber	Consultant - Gaza Strip	Legal Counsellor	March 2009
14.	Abdel Munem Tahrawi	Democracy and Conflict Resolution Centre - Gaza Strip	Director of Psychosocial Support Programme	March 2009
15.	Hanan Abu Gharqoud	Democracy and Conflict Resolution Centre - Gaza Strip	Counselling Coordinator	March 2009

Sabaya Centres

Beit Hanoun Sabaya Centre	
List of General Assembly Participants & their roles	
Method of Consultation: Focus Group - February 2009	
1-	Fawzyeh Ahmad AL Masri - Centre Beneficiary
2-	Ikram Yehya Al Masri - Centre Volunteer
3-	Ibtisam Mohammad Jaber Al Shanbare - Centre Beneficiary
4-	Rabab Wahdan - Centre Beneficiary
5-	Rawya Jaber Al Masri - Centre Beneficiary
6-	Neda Reyad Al Shanbare - Centre Beneficiary
7-	Siham Kamal Tashban - Centre Beneficiary
8-	Hiba Sameer Al Shanbare - Centre Beneficiary
9-	Ahlam Fahmi Baker - Centre Beneficiary
10-	Nada Al Masri - Student and Centre Beneficiary
11-	Rawhyeh Al Tanany - Women's Rights Activist
12-	Reem Al Masri - University graduate and a volunteer
13-	Makram Said Al Kafarneh - Women's Rights Activist

14- Samah Na'em - Centre Volunteer

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - February 2009

- 1- Majida Mohammad Said Baker - Taghreed Organization
- 2- Ibtisam Al Za'aneen - Director of Al A'ata Charitable Society
- 3- E'tedal Subhi Abu Kamar - Union of Women's Committees for Volunteering
- 4- Fozeyeh Talab Jodeh - Union of Palestinian Women Committees struggle
- 5- Rasmiyeh Al Za'aneen - Director of Women's Activity Centre in Beit Hanoun
- 6- Sa'ed Al Din Zeyadeh - Director of Ghassan Kanfani Society
- 7- Soua'ad Na'em - Beit Hanoun Sabaya Centre
- 8- Flora Al Masri - Lawyer and Women Activist

Maghazi Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - February 2009

- 1- Taghreed Darwish - Centre Volunteer
- 2- Shadya Hamad - Centre Volunteer
- 3- Nahla Al Akhras - Community Activist and Centre Volunteer
- 4- Maha Abu Malooh - Centre Beneficiary
- 5- Haifa Eid - Centre Supporter
- 6- Tasaheel Al Akhras - Psychologist and Centre Volunteer
- 7- Sireen Fatoh - Centre Beneficiary
- 8- Omayma Dahlan - Centre Beneficiary
- 9- Ahlam Abu Malooh - Centre Beneficiary

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - February 2009

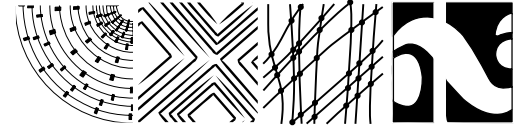
- 1- Bassam Shaheen - Director of the Cultural Centre
- 2- Khitam Darwish - Women's Rights Activist
- 3- Intisar Al Najjar - Women's Rights Activist
- 4- Awatef Al Katnani - Director of Bara'am Al Amal Society

Mawasi Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - February 2009

- 1- Shefa Mahmoud Farhat - Housewife and Centre Beneficiary
- 2- Hakmeh Salameh Al Nahal - Housewife and Centre Beneficiary
- 3- Rasha Ahmad Shalouf - Housewife and Centre Beneficiary
- 4- Saleema Suliman Shalouf - Housewife and Centre Beneficiary
- 5- Etaf Maso'ud Al Nahal - Housewife and Centre Beneficiary
- 6- Hiyam Huseein Abu Jamos - University Graduate and Centre Volunteer
- 7- Sonya Musa Al Nahal - Centre Beneficiary
- 8- Sabah Izriq Shalouf - Centre Beneficiary
- 9- Ibtisam Shalouf - Women's Rights Activist and Centre Volunteer
- 10- Raghda Issa Shalouf - Centre Beneficiary
- 11- Layla Khalil AlJbour - Centre Beneficiary
- 12- Seryeh Khader Farhat - Centre Beneficiary
- 13- Taghreed Othman AlJbour - Centre Beneficiary



-
- 14- Hanan Mohammad AlJbour - Centre Beneficiary
-
- 15- Hamdeh Nabhan Shalouf - Centre Beneficiary
-
- 16- Sua'ad Ibrahim Zurob - Centre Beneficiary
-
- 17- Basra Shalouf - Women's Rights Activist and Centre Volunteer
-
- 18- Rana Ghazi Farhat - University Graduate and Centre Volunteer
-
- 19- Nahla Mahmoud Shalouf - Women's Rights Activist and Centre Volunteer

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - February 2009

-
- 1- Mohammad Basla - Secretary of the Neighbourhood Commission
-
- 2- Khalid Farhat - Member of the Neighbourhood Commission
-
- 3- Khalid Al Nada - Director of the Neighbourhood Commission
-
- 4- Yasmine Shalouf - Community Activist
-
- 5- Ziad Al Nada - Director of the Mawasi Society
-
- 6- Mohammad Abu Muhasien - Bothor Al Amal Society

Deir Istya Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Amna Saleh Ali Khatib - Board Member and Secretary
-
- 2- Suha Abdul Raheem Mohammad Zeidan - General Assembly Member and Centre Beneficiary
-
- 3- Salwa Odeh - Board Member and Centre Employee
-
- 4- Ahlam Mustafa Theeb - Centre Employee
-
- 5- Hiyam Abdul Aziz - General Assembly Member and Centre Beneficiary
-
- 6- Montaha Al Theeb - General Assembly Member and Centre Beneficiary
-
- 7- Nazmiyeh Abdul Raheem Kejak - General Assembly Member and Centre Beneficiary
-
- 8- Faten Abu Naser - Centre Coordinator

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Jamal Abu Fares - Head of Deir Istya Municipality
-
- 2- Aisha Sa'adeh - Principle of Deir Istya Secondary Girls School, Sabaya Centre Vice President (Board Member)
-
- 3- Yaser Awad - Director of the Palestinian Youth Union
-
- 4- Moayad Akel - Deir Istya Social Cultural club

Um Salamouneh Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Rahmeh Mahmoud Hayan - General Assembly Member
-
- 2- Samira Fakhri Hayan - Board Member
-
- 3- Nadia Ibrahim Hayan - General Assembly Member
-
- 4- Samiha Ali Hayan - General Assembly Member
-
- 5- Iman Khalil Hayan - General Assembly Member
-
- 6- Taghreed Mahmoud Hayan - General Assembly Member
-
- 7- Afaf Sameh Hayan - General Assembly Member
-
- 8- Fatmeh Said Hayan - Women's Rights Activist
-
- 9- Amal Ahmad Hayan - General Assembly Member
-
- 10- Rawan Issa Hayan - General Assembly Member
-
- 11- Eman Issa Takatka - Board Member

-
- 12- Fadwa Issa Takatka - General Assembly Member
-
- 13- Aisha Ibrahim Hayan - General Assembly Member
-
- 14- Fedaa Naser Hayan - Women's Rights Activist
-
- 15- Sawsan Hayan - Board Member
-
- 16- Ahlam Hayan - Board Member
-
- 17- Kefaya Samih Hayan - Women's Rights Activist

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Mahmoud Rasheed Takatka - Head of the Local Council
-
- 2- Anwar Hasan Takatka - Local Council Member
-
- 3- Hasan Musa Takatka - Local Council Member
-
- 4- Khader Ali Takatka - Local Council Member
-
- 5- Ziad Ibrahim Takatka - Local Council Member
-
- 6- Zeidan Ahmad Takatka - Local Council Member
-
- 7- Naser Ahmad Hayan - Local Council Member
-
- 8- Samira Fakhri Hayan - Board Member
-
- 9- Eman Takatka - Board Member

Obeidieh Sabaya Centre

List of General Assembly Participants & their roles

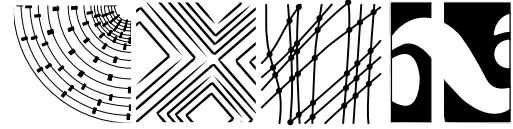
Method of Consultation: Focus Group - January 2009

-
- 1- Rehab Ameen Radydeh - General Assembly Member
-
- 2- Sarah Mohammad Hasasneh - Treasurer
-
- 3- Jalela Ali Radydeh - General Assembly Member
-
- 4- Khitam Younis Radydeh - General Assembly Member
-
- 5- Jamileh Yousef Soboh - General Assembly Member
-
- 6- Nihad Ali Hasasneh - Vice President
-
- 7- Mona Ali Hasan Radydeh - Board Member
-
- 8- Khitam Younis Abed Al Radydeh - Board Member
-
- 9- Naseeba Sou'od Saleh Abu Sarhan - Board Member
-
- 10- Hana Younis Abu Sarhan - General Assembly Member
-
- 11- Nemeh Ali Radydeh - General Assembly Member
-
- 12- Roqaya Ali Taha - Centre Volunter
-
- 13- Rawan Abdallah Rabya'a - Centre Volunteer

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Huda Al A'sa - Bethlehem Health Supervisor and Former Municipality Counsellor
-
- 2- Abir Jaber - Roots Organization Coordinator
-
- 3- Ahmad Abu Kamel - Teacher
-
- 4- Suliman Radydeh - Teacher
-
- 5- Hasan Al Hasasneh - Director of the Agricultural Society
-
- 6- Mona Radydeh - Women's Committees
-
- 7- Ali Hasan Radydeh - Obeidieh Youth Club
-
- 8- Mohammad Jamal Hasasneh - Vice-President of the Agricultural Society and Vice-President of the Charitable Society
-
- 9- Mohammad Matar Radydeh - Municipality Vice-President
-
- 10- Khalil Safi Hasasneh - Obeidieh Youth Club



Rameen Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Munir Hamdan Thaher - Board Secretary
- 2- Abdul Rahman Suliman - Council President
- 3- Muhdyeh Sami Suliman - Board President

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Intisar Abdul Raheem Salman - General Assembly Member
- 2- Hanin Mohammad - General Assembly Member
- 3- Intisar Abdul Raheem Salman - General Assembly Member
- 4- An'am Rasheed Fares - General Assembly Member
- 5- Feda Theeb Masoud - General Assembly Member
- 6- Sajeda Mohammad Zeidan - General Assembly Member
- 7- Safa Masoud Hamad - General Assembly Member
- 8- Faeda Abdel Fatah Hamad - General Assembly Member
- 9- Obeida Khaled Al Daba'a - General Assembly Member
- 10- Fayzeh Mahmoud Jadallah - General Assembly Member

Allar Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Naser Ibrahim Hasan - Board Member
- 2- Walid Tawfiq Mohammad Shadeed - Centre Volunteer
- 3- Khaled Mohammad Ali Jebat - Board Member
- 4- Mohammad Mofeed Sharar - Centre Volunteer
- 5- Anas Mohammad Lutfee A'srawi - Centre Volunteer
- 6- Khaled Rafiq Shadeed - Centre Volunteer
- 7- Mohammad Nimer Jaber - Centre Volunteer
- 8- Azhar Kashou' - Municipality Member

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Fadeleh Ahmad Fadel - Board Member
- 2- Abir Sabri Jebat - Board Member
- 3- Kholud Zakriyeh A'neny - General Assembly Member
- 4- Lamya Fakher Eldin - Centre Volunteer
- 5- Amal Mustafa Shadeed - General Assembly Member
- 6- Suhad A'srawi - Board Member
- 7- Akram Ahmad Takatka - Centre Volunteer
- 8- Nada Abdul Qader Majaydeh - General Assembly Member

Kharas Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Badryeh Abdul Razeq Halahleh - Municipality Member and Head of the Sabaya Centre
- 2- Sarah Mohammad Halahleh - Board Member
- 3- Hanan Yousef Musallam - Board Member



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- 4- Nora Musa Abu Al Jarayesh - Board Member
- 5- Fatmeh A'kabneh - Board Member
- 6- Majeda Ahmad Sayahreh - General Assembly Member
- 7- Fadwa Atwan - Board Member
- 8- Safiyeh Abdul Mina'm Kademat - Board Member
- 9- Suhila Mahmoud Kademat - General Assembly Member
- 10- Fatmeh Abdul Rahman A'kabneh - Municipality Member and Member of the Sabaya Centre
- 11- Layla Mohammad Hamed - General Assembly Member

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Aziz Mahmoud Halahleh - Municipality Member
- 2- Adel Hamdan Halahleh - Municipality Member
- 3- Hamdan Ahmad Al Hroub - Municipality Member
- 4- Ameer Ahmad Hadan - Municipality Member
- 5- Issa Mahmoud Abu Mehrab - Head of the Municipality
- 6- Ismail Khader Halahleh - Municipality Member
- 7- Jamil Abdul Rahman Halahleh - Municipality Member
- 8- Akram Fahed Halahleh - Municipality Member
- 9- Fatmeh Abdul Rahman - Municipality Member and Member of the Sabaya Centre
- 10- Badryeh Abdul Razeq Halahleh - Municipality Member and Head of the Sabaya Centre
- 11- Ali Ahmad Khalil Halahleh - Local Council Member
- 12- Younis Mohammad Halahleh - Local Council Member
- 13- Raed Yaser Abdul Razeq Al Hroub - Local Council Member
- 14- Ibrahim Ahmad Khalil Halahleh - Local Council Member

Kufr Al Deek Sabaya Centre

List of General Assembly Participants & their roles

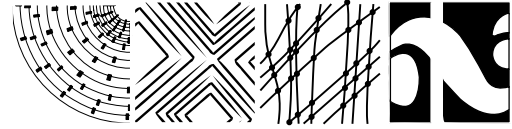
Method of Consultation: Focus Group - January 2009

- 1- Zeinab Ya'qoub - General Assembly Member
- 2- Wijdan Omar - Board Member
- 3- Mariya Saleem - Centre Volunteer
- 4- Amna Omar - Centre Volunteer
- 5- Hasna Hasan - Centre Volunteer
- 6- Sabreen Shehadeh - Centre Volunteer
- 7- Intitham Theeb - Centre Volunteer
- 8- Rafiq Ahmad - Centre Volunteer
- 9- Najah Abdul Rahim - Centre Volunteer
- 10- I'timad Ibrahim - General Assembly Member

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Radi Hamad - Secretary General
- 2- Sadeek Ahmad Ibrahim - School Principal
- 3- Salah Ya'qoub Abdul lateef - Director
- 4- Taha Farahat Taha 'Allam' - Board Member
- 5- Jamal Al Deek - Head of the Municipality



Beit Ula Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Rabeeha Ibrahim Akabneh - Centre Beneficiary
- 2- Kawthar Musa Ismail - Centre Beneficiary
- 3- Eman Sadeq Al A'dam - General Assembly Member
- 4- Tharwa Fallah Al Amleh - General Assembly Member
- 5- Shoka Kamal IL Sarheen - Centre Beneficiary
- 6- Mazozeh Abdel Hafeth Al Ezeh - General Assembly Member
- 7- Shefa Basheer Al Fawara'a - Centre Beneficiary
- 8- Feda Jamal Al Fawara'a - Centre Beneficiary
- 9- Mervat Asad Abed Rabo - Centre Beneficiary
- 10- Noor Fallah Al Amleh - Centre Beneficiary
- 11- Fayzeh Abdel Hafeth Al Amleh - Centre Beneficiary
- 12- Neda Mohammad Al Amleh - General Assembly Member
- 13- Mazozeh Younis Al A'dam - Centre Beneficiary
- 14- Adla Ishaq Al A'dam - General Assembly Member
- 15- Muna Fallah Al Adarba - Centre Beneficiary
- 16- Basma Sedqe Al A'dam - General Assembly Member
- 17- Karmel Issa Al A'dam - Centre Beneficiary

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Aziz Al A'dam - Municipal Officer
- 2- Mazozeh Al Azeh - Kindergarten Principle
- 3- Hanan Isamil Al Amleh - Secretary of the Municipality
- 4- Najwa Fallah Al A'dam - Municipality Member
- 5- Sa'dee Farshat - Teacher
- 6- Suliman Mahmoud Al A'dam - Head of the Municipality
- 7- Ziad Ismail Abu Samour - Head of the Eman Medical Centre
- 8- Ahmad Ibrahim - Municipal Officer

Faqqoua Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - February 2009

- 1- Muna Abdallah Hussein Barakat - Coordinator of activities and Board Member
- 2- Maysoon Abdallah - Head of the Sabaya Centre
- 3- Amal Radwan Salah - General Assembly Member
- 4- Ashjan Radwan Salah - General Assembly Member
- 5- Wissam Mohammad Mahmoud Abu Salameh - General Assembly Member
- 6- Faten Raja Hassan Sydni - General Assembly Member
- 7- Ghadeer Qaseem Kasbeh - General Assembly Member
- 8- Ghada Rafiq Mahmoud Abu Salameh - Board Member (Internal and External Relations)
- 9- Samira Ahmad Ali Abu Salmeh - Board Member (Internal and External Relations)
- 10- Latifa Mahmoud Ali Abas - Board Member and Vice-President
- 11- Basma Hassan Abu Salim - General Assembly Member
- 12- Layla Radi Hassan Sa'ade - General Assembly Member
- 13- Hanan Tawfiq Mahmoud Sharfe - General Assembly Member

-
- 14- Wissam Mustafa Mohammad Salah - General Assembly Member
-
- 15- Maysa Mohammad Khair Abu Salameh - General Assembly Member
-
- 16- Tamam Mohammad Qasem Sharfe - General Assembly Member
-
- 17- Faeeda Taher Jalgoum - Secretary

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - February 2009

-
- 1- Amer Mohmmad Mahmoud Abu Farha - Head of the Village Council
-
- 2- Fadi Mohammad Abdallah Zidan - Head of the Youth Sports Club

Deir Abu Dief Sabaya Centre

List of General Assembly Participants & their roles

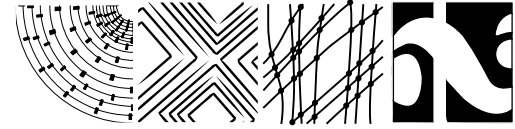
Method of Consultation: Focus Group - February 2009

-
- 1- Zarefeh Nafe'a Deeb - General Assembly Member and Women's Rights Activist
-
- 2- Lamyah Mohammad Nafe'a Aliat - Board Member
-
- 3- Eitaf Daoud Aliat - Board Member
-
- 4- Amal Najeeb Hussien Awad - General Assembly Member and Women's Rights Activist
-
- 5- Reem Mohammad Najeeb Awad - General Assembly Member and Women's Rights Activist
-
- 6- Hussniya Najeeb Awad - General Assembly Member and Women's Rights Activist
-
- 7- Zakiya Mahmoud Rawjbeh - General Assembly Member
-
- 8- Intisar Yahya Yassin - Board Member
-
- 9- Moneera Mahmoud Aliat - General Assembly Member
-
- 10- Samar Jihad Awad - General Assembly Member
-
- 11- Kamla Ahmad Taher Awad - General Assembly Member
-
- 12- Tamam Musleh Yassin - General Assembly Member
-
- 13- Zakiya Abdel Kareem Ibrahim - Head of the Sabaya Centre
-
- 14- Naheel Sa'adeh Hijaz - General Assembly Member
-
- 15- Mozeh Sadeq Deeb Yassin - General Assembly Member
-
- 16- Faten Aziz Mahameed - General Assembly Member
-
- 17- Sharefeh Sharif Yassin - General Assembly Member
-
- 18- Fatmeh Mohammad Said Awad - General Assembly Member
-
- 19- Sahar Sami Aliat - General Assembly Member
-
- 20- Shefa Abdel Kareem Yassin - General Assembly Member
-
- 21- Nisreen Yousef Mahameed - Board Member
-
- 22- Shamyeh Abdel Khaleq Mahameed - Board Member
-
- 23- Wafa Daoud Aliat - General Assembly Member
-
- 24- Afaq Hassan Aliat - Women's Rights Activist
-
- 25- Wejdan Hassan Aliat - Women's Rights Activist

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - February 2009

-
- 1- Afaq Jihad Radwan Aliat - Secondary Girls School Principle
-
- 2- Ashjan Hassan Asad Aliat - Teacher and Vice-Principle of the Secondary Girls School
-
- 3- Mohammad Said Saleh Aliat - Village Council Member



Arrabeh Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - February 2009

- 1- Fatima Jamal Said Abu Salah - General Assembly member
- 2- Saeda Abed Kamel Arda - General Assembly member and Women's Rights Activist
- 3- Wafa Mahmoud Mohammad Arda - General Assembly member
- 4- Sana Mahmoud Mohmmad Arda - General Assembly member
- 5- Nawal Jaber Mahmoud Arda - General Assembly member and Women's Rights Activist
- 6- Narmeen Nasir Obid - General Assembly member
- 7- Hanan Nasir Arda - General Assembly member
- 8- Basma Saleh Mardawe - General Assembly member
- 9- Nadera Mohammad Said - General Assembly member
- 10- Wala Hasan - General Assembly member
- 11- Maha Mahmoud Sadat - General Assembly member
- 12- Sajeda Taher Al Haj Ahmad - General Assembly member
- 13- Hala Hussein Musa - Board Member and President of the Now Society
- 14- Kefaya Afif Abdel Aziz Arda - Board Member and Secretary

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - February 2009

- 1- Adeeb Mohammad Abdel Fatah Al Arda - Head of the Municipality
- 2- Kefaya Afif Abdel Aziz Arda - Municipality Member
- 3- Sawsan Afif AL Haj Ahmad - Araba's Girls School Teacher

Iraq Boreen Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Abdel Rahim Ahmad Kadoos - Head of the local council
- 2- Isam Ahed Faqih - Local Council member
- 3- Ibrahim Farid Deeb - Principle of the Primary school
- 4- Salwa Abdel Qader Asad - Women's Rights Activist
- 5- Kefaya Firas - Women's Rights Activist
- 6- Lina Adnan Jamil - Women's Rights Activist
- 7- Sabah Jawdat Mohammad Asad - Women's Rights Activist
- 8- Mohammad Kadoos - Participant
- 9- May Deeb - Women's Rights Activist

Talfeet Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

- 1- Samya Sadeq Musallam - Women's Rights Activist and General Assembly Member
- 2- Mayada Yousef Ghazi - Women's Rights Activist
- 3- Maysoun Musallam - Women's Rights Activist
- 4- Hanin Qaher Musallam - Women's Rights Activist and General Assembly Member
- 5- Afaf Sadeq Musallam - Board member
- 6- Alia Mustafa Faraj - Women's Rights Activist
- 7- Abeer Jaber Haj Mohammad - Board Member
- 8- Ansa Mustafa - Women's Rights Activist and General Assembly Member

-
- 9- Ghada Naji Abu Aesha - Women's Rights Activist
-
- 10- Fatma Mohammad Daoud - Women's Rights Activist and General Assembly Member
-
- 11- Roqaya Netham Shaheen - Women's Rights Activist and General Assembly Member
-

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Rasmi Jaber Shaheen - Kindergarten Employee
-
- 2- Fakhri Yousef Da'ajan - Local Council Member
-
- 3- Mohammad Yousef Awad - Local Council Member
-
- 4- Naheel Abu Zant - Principle of Talfeet's Primary School for Girls
-
- 5- Qais Awad - Principle of Talfeets's Primary School for Boys
-

Anata Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Taghreed Sheeha - General Assembly Member
-
- 2- Naheel Salameh - General Assembly Member
-
- 3- Asma' Salmeh - General Assembly Member
-
- 4- Linda Salameh - General Assembly Member
-
- 5- Abeer Salameh - General Assembly Member
-
- 6- Manar Abdulateef - General Assembly Member
-

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Sawsan Salameh - Village Council Member
-
- 2- Nafeesa Ibrahim - Village Council Member
-
- 3- Mohamed Hasan Allan - Head of the Village Council
-
- 4- Mohamed Eisa - Representative
-
- 5- Faraj Elayyan - Representative
-

Nabi Elias Sabaya Centre

List of General Assembly Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Tahani Fat'hi Khaleef - General Assembly Member
-
- 2- Iman Aqil Radwan - General Assembly Member
-
- 3- Yusra Sadoq Khaleef - General Assembly Member
-
- 4- Obeida Wasif Khaleef - General Assembly Member
-
- 5- Muna Sadiq Khaleef - General Assembly Member
-
- 6- Nihaya Khaleef - Board Member
-
- 7- Randa Khaleef - General Assembly Member
-
- 8- Nawal Salim - Board Member
-
- 9- Sawsan Ahmad Hannoun - Board Member
-
- 10- Rasha Bassam Khaleef - Board Member
-

List of Local Stakeholder Participants & their roles

Method of Consultation: Focus Group - January 2009

-
- 1- Ghaleb Ahmad Musa Khaleef - Imam
-
- 2- Bassam Sa'eed Khaleef - Businessman
-
- 3- Mohamed Odeh - Village Council Member
-
- 4- Wisal Khaleef - Board Director
-
- 5- Rasha Bassam Khaleef - Board Member
-





ANNEX III: Evaluation tools¹⁴

SABAYA Centres Evaluation - Questionnaire 1 Guiding Questions for Interviews with UNIFEM Senior Management

General Questions

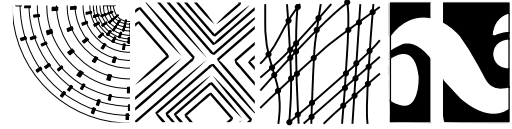
- 1) How was the Sabaya Programme linked to UNIFEM's Strategy (2004-2007)? Does the current strategy of UNIFEM have implications for the future direction of the Programme?
- 2) In the first meeting you mentioned the concepts of "empowerment" and "mobilization of women to act on their own behalf". How were these concepts operationalized?
- 3) There is reference to a "Sabaya Model", could you please elaborate on that?
- 4) How did you apply the "Human Security" approach to the Palestinian context? What were the challenges? How did you address those challenges?
- 5) What would be the difference between the "Sabaya Model" and any other outreach programmes?
- 6) Why did you focus on rural women in particular?
- 7) What were the main differences between the "Sabaya Model" applied in the West Bank and Gaza?
- 8) In the meeting you mentioned "tools to empower themselves and support one another"? Can you elaborate on this?
- 9) What is meant by "multi-dimensional needs and roles of women"? How was this defined and operationalized?
- 10) One of the strategies of the Programme is "developing advocacy packages to raise awareness both among women and the community at large." Raise awareness of what?

More specific questions

Establishment phase:

- 1) How were the locations of the Centres identified? What were the selection criteria? Why were they selected? What were the factors taken into consideration given the complicated Palestinian context of political implications, patriarchal culture and tribal mentality, particularly in the rural context?
- 2) How did you identify the potential stakeholders in the community? Did you approach them or did some approach the Centres?
- 3) What were the reactions of the local councils? How did they differ from area to area? Did the changes in village councils affect the Sabaya Centres later on?
- 4) In the section on external linkages it is noted that the project will work with "village councils" in order to build consensus within the target community. Consensus on what? Whose consensus?
- 5) Were there women's organizations already in the sites selected? If so, what has happened to them and what role did they have, if any. If not, have the Sabaya Centres resulted in the creation of women's organizations? Are there any differences between Centres depending on the strength of women's groups prior to establishment of the Sabaya Programme? How did the coordination work? Was it consistent across all Centres?

¹⁴ The Evaluation Tools included seven questionnaires: UNIFEM Senior Management (1); UNIFEM Area Coordinators (2); Partners (3); Organizational Capacity Assessment Questionnaire (4); Focus Group Discussion with General Assembly Members of the Sabaya Centres (5); Focus Group with Local Stakeholders (6); Beneficiary Survey (7). The present Evaluation Report only contains questionnaire (1).



Implementation phase:

- 6) In reviewing the work plans for the various Centres, there seemed to be very little variation between them. So can you provide examples of how the Programme was flexible and designed to meet local needs?
- 7) Was there an assessment of the types of services needed?
- 8) How did you link addressing basic needs and providing services with the strategic objectives of women's empowerment? Do you have specific examples?
- 9) In your opinion, what are the determinants of successful community-based women's mobilization?

Impact:

- 10) In your opinion, what was the main impact of the Programme on women, their families and targeted communities?
- 11) How democratic and open were the Centres for all women wanting to benefit from their services?
- 12) What implications did the Centres have on empowering women, both individually and collectively? What are specific examples?
- 13) Did the Sabaya Programme strengthen women's leadership and advocacy skills for gaining access to services, information and resources? How? What are specific examples?

Sustainability:

- 14) The Centres were affected after the end of the Sabaya Programme's direct support, particularly the payment of the coordinators' salaries/incentives? Please clarify how you dealt with that? How empowering was that?
- 15) What is the strategy to ensure that the Centres and their activities are sustainable? How are the Centres being prepared to become "self-sufficient"? Is there a back-up plan for the Centres that don't succeed?
- 16) One of the Programme's strategies is to establish linkages among the Centres and the first objective is "to develop/strengthen women's capacity to cope with the direct effects of the current conflict by organizing women's groups and networks..." How do you see such networks and linkages as developing women's capacity to cope? More broadly, what is the general objective of this given that the Centres are to meet local needs? Do you expect them to learn from each other's experiences?
- 17) Since consultants were hired to carry out some training, how would you expect the Centres to maintain these programmes with their limited budgets?

Partnerships:

- 18) What are the types of programmes run in Sabaya Centres by other UN agencies? Do you think that the Centres' presence has encouraged such activities? In other words, would the organizations not implement the programmes if the Sabaya Centres did not exist?
- 19) "UNIFEM partner organizations have implemented around 32 new activities and projects in the Sabaya Centres (their own initiatives) – 1437 women and 150 children benefited from these activities" – Could you please provide information on these activities, areas implemented and the beneficiaries?
- 20) How has the relationship with the various UN agencies and stakeholders progressed during the implementation stage? What are the lessons learned?

- 21) Was there an effort to connect with Al Quds Open University and other educational institutions to facilitate the entry of women?
- 22) It seems that the Ministry of Women's Affairs has not been very active. Do you see this as negative? How can they be better involved? Is their involvement important? If so, why?
- 23) You note that the Hamas-led Palestinian government could pose problems for the long-term development of the Centres (limited access to decision-makers, inability to register). How is the relationship between the Centres and the PA? Are the Centres able to register now? Are any of the Centres facing difficulties in registering?
- 24) Please assess the partnership with each of the following:

Partner	Contact Person/s	Type of Relationship	Assessment of the Partnership		Will Continue in the Future / will drop the Partnership (clarifications)
			Strengths	Weaknesses	

West Bank

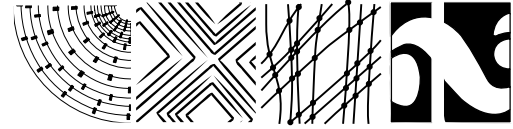
MA'AN Development Centre		Capacity building, training and implementation of the small income-generating initiatives			
Palestinian Counselling Centre		Psycho-social counselling			
Women's Centre for Legal Aid and Counselling (WCLAC)		Legal counselling			
Women for Life		Legal counselling			
Relief International-Schools On Line		ICT training			
Sharek Youth Forum		Academic Counselling			
Talfeet Sabaya centre and Allar Sabaya centre		Support classes and small activities			
Shashat		Screening of Divorce documentary			
SAWA		Facilitating the screening of documentaries			

Individual Consultants:

		Feasibility study experts			
		Sexual education sessions			
		Legal counsellor			
		Database designer			

Gaza Strip

Palestinian Centre for Democracy and Conflict Resolution		Psycho-social and legal counselling			
Women's Affairs Centre		Implementation of small activities at Sabaya Centres			
Red Crescent		Illiteracy classes			



Partner	Contact Person/s	Type of Relationship	Assessment of the Partnership		Will Continue in the Future / will drop the Partnership (clarifications)
			Strengths	Weaknesses	
Gaza Community Mental Health Programme		Psycho-social and legal counselling			

Individual Consultants

	Feasibility study expert			
	Legal counsellor			

Some Clarifications:

- 25) Under objective 2, can you explain what is an "electronic informational sharing system"? Who is it used by?
- 26) There is reference to "improve psychosocial counselling services through workshops, social workers, training package and counsellors". What is meant by training package? Who is it given to? What does it include?
- 27) Under objective 3 it is noted that women were trained in documentation methodologies. Which ones? Was this done in all locations?
- 28) It is noted that two Centres were already registered at the beginning. Which ones? What was unique about their area in your opinion? What types of activities did they carry out prior to the Sabaya Programme?
- 29) You note that there were some difficulties faced in some of the communities during the consultation process, especially in two communities. Can you elaborate on the types of difficulties faced? How were they overcome? Why were they not overcome in two communities?
- 30) Did some of the NGOs function as "Area coordinators"? If so, in what areas and what was their function?
- 31) In one of the documents it is noted that there were 18 volunteer coordinators and that the 18 Centres were fully furnished and equipped...yet in other documents there is only a reference to ten Centres. Could you please clarify this discrepancy?
- 32) "Centre of the Month": goal, criteria and results?
- 33) Partner organizations: how did the coordination work? Was it consistent across all Centres?
- 34) Website: who developed and updated it, who accesses it, how many visitors does it have?
- 35) Forum: purpose, users, etc?

