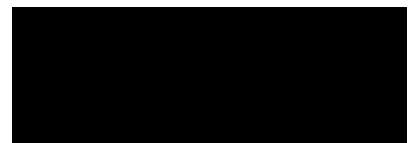# FINAL EXTERNAL EVALUATION

Contributing to the Protection and Promotion of Rights of Persons with Disabilities and to their Enhanced Participation in Increasingly Inclusive and Accessible Communities in Hebron District.

November 2016

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0. EXECUTIVE SUMMARY

Within the period February 2014 to August 2016 **the Project** 'Contributing to the protection and promotion of rights of Persons with Disabilities (PwDs) and to their enhanced participation in increasingly inclusive and accessible communities in Hebron District' was implemented by Movimiento por la Paz-MPDL and Health Work Committees.

With the **overall aim** to contribute to the emergence of a more plural, participatory, accessible and inclusive civil society in the oPt, the project pursues to contribute to the protection and promotion of basic rights of PwDs as well as to their enhanced participation in building increasingly inclusive and accessible communities in Hebron. These aims were addressed through three main **strategies** of protection, participation and promotion:

- The provision of community-based support services to PwDs and their families in eight communities in Hebron (Result 1), which include medical and rehabilitation services, the consolidation of Self-support Groups and the negotiations with municipalities for the approval and renewal of agreements of support to PwDs.

- The acquisition of skills and the use of opportunities by PwDs to assess and improve accessibility and inclusiveness in Der Samit/Al Yasseryah and Beit Ummar (Result 2) by the constitution of Accessibility Assessment Committees (AAC), participatory analysis of accessibility in public spaces, the development of Accessibility Assessment and Implementation Plans (AAIP), as well as the design and implementation of a hands-on vocational training scheme of accessibility works.

- The building of PwDs capacity to engage in self-advocacy actions and to promote plural and inclusive social participation in their communities (Result 3) through the organisation of inclusive community activities, the implementation of community-based awareness-raising actions, self-advocacy training and visibility activities.

This **external evaluation** has been commissioned by the MPDL to assess the above-mentioned project during the implementation time. In order to narrow down the path of investigations and focus on the interests of the stakeholders, the criteria and the objectives of the evaluation were selected from the information needs:

- **Objectives**: The evaluation is particularly interested in assessing the structure of the project and the actors' relationships (tasks, responsibility, legitimacy, communication, and partnership quality) as well as the weaknesses and strengths of the twin-track approach. As

regards the latter it is one of the backbones of the project, and combines a Disability-specific track aimed at empowering PwDs and ensuring the protection of their rights with a mainstreaming track developed to remove, through participation, some of the barriers that perpetuate societal discrimination, thus promoting increasing inclusiveness.

- The **criteria** selected are the following:

    Relevance: as the adequacy of the project – design, structure, processes and results – to the context. The evaluation looked at: External pertinence: the project responds to the population needs and to its context; Internal pertinence: the project is adequate to the characteristics of the actors involved; and the objectives, results and activities are aligned.

    Effectiveness: as the degree of achievement of results and contribution to the objectives as well as the benefits accruing to target groups.

    Sustainability: as the likelihood of benefits produced by the project to continue. Focus has been put on the participation and ownership of beneficiaries and organisations involved, the project's methodology of collective action and the building of capacity.

Conclusions & Recommendations

RELEVANCE

Conclusions

- The Project is remarkably relevant when responding to the context and population needs. We believe that there are two main factors, which have significantly contributed to this. 1) The existence of a solid and evidence-based process of needs identification; 2) the support of the long-term and successful CBR Programme.

- As regards internal pertinence two main aspects to highlight. 1) While there is satisfactory alignment among objectives, activities and results, there are doubts about the adequacy of the actors' characteristics to the project structure. 2) There is no alignment between the designed and implemented participatory and community-driven approach. 3) And this may explain the predominance of bonding over bridging forms of capital, and the need to strengthen the intergroup relationships – local authorities, HWC, PUH, Self-support Groups, Associations, and AAC.

Recommendations

- The CBR programme should be further supported.

- To work on the alignment of the design and implementation of the project.
- To consider possibilities for funding employment schemes for PwDs.

EFFECTIVENESS

<u>Conclusions</u>

- The results are being achieved and contributed to the specific objectives. The basic rights of PwDs have been protected by the provision of community-based support services and the removal of certain accessibility barriers. As regards the promotion and advocacy of basic rights, it has being achieved mostly by building the capacity and awareness of key actors, and the support or creation of spaces of collective action: Self-support Groups, Associations and AAC.
- The importance given by the interviews to the lack of transparency, communication and participation at the decision-making level raises the question about the real importance given to the participatory and community-driven approaches. In this sense, we believe that the potentiality of the participatory dimension of the project has been hindered, particularly its effects on building solid partnerships among civil society and public institutions.
- Numerous factors have reduced the extent of achievement such as the output approach of the logical framework and project management, which left out the focus on the participatory process, including the facilitation to converge the different actors' interest.

<u>Recommendations</u>

- Future participatory actions should reflect on the meanings, models and practices of participation and define their strategy based on the questions on what participation means to the implementing agency, and for those on the receiving end as well as what is participation for. These will determine the focus of attention to collect information and measure participation.
- MPDL should close the gap between the theory and practice, i.e., between the project's goals, results and activities and the allocated resources as well as MPDL capacities. It is necessary that MPDL rethinks its role in the development chain and establishes concordant structures.
- MPDL and HWC need to reflect on their recruitment practice and modify procedures and objectives accordingly.
- MPDL need to create systematic procedures for information gathering and a joint system of monitoring with the implanting partner.
- The communication between MPDL and HWC should be improved, not only to have a common vision and strategy, but also to strengthen their ties as strategic partners.

SUSTAINABILITY

Conclusions

The structures of collective action, the improvements in the accessibility of public buildings, the skills and capacities generated as well as the public awareness have great chances of enduring over time.

- Self-support groups and PwDs associations, although dependent on external funds, are sufficiently empowered and skilled to continue their advocacy path.

- Dialogue has been opened between the Self-support Groups, the municipalities, the PUH and HWC. Its sustainability will depend on the commitment of all partners and the convergence of their interests.

- Accessibility has been certainly improved in the municipality building of Beit Ummar. As regards, its clinic, the impact of the accessibility works is highly dependent on the derogation of the Ministry of Health to move back the clinic to the first floor of the municipality building. Vis-à-vis Der Samit/Al Yasseryah, the works in the buildings of the association and clinic have certainly removed accessibility barriers although it could have been more effective.

- The process of capacity building and skills acquiring takes place across results, which resulted in comprehensive learning process including a wide range of actors. Although the depth and sustainability of those are still pending of measuring, we believe that investments in knowledge are per se sustainable.

Recommendations

To further support the CBR programme, specifically the spaces of collection action and partnerships. Particular attention should be put on articulating and strengthening the inter-group bonds and relationships.

1. INTRODUCTION

This report presents the results of the external final evaluation of the project (hereinafter the Project).

Following the Terms of Reference (ToR), the report is structured in four main parts. The first one describes the project and frames the evaluation objectives and methodology. The second section is dedicated to the evaluation analysis and outcomes. The third section is dedicated to the conclusions and recommendations. The final section concludes with the lessons learned.

1.1. PROJECT DESCRIPTION

This is a project funded by the European Union and implemented by Movement for Peace-MPDL and Health Work Committees (HWC) in the south of Hebron, occupied Palestinian territory (oPt), during the period 01/02/2014 to 31/08/2016.

With the overall aim to contribute to the emergence of a more plural, participatory, accessible and inclusive civil society in the oPt (Overall Objective, OO), the project pursues to contribute to the protection and promotion of basic rights of PwDs as well as to their enhanced participation in building increasingly inclusive and accessible communities in Hebron (Specific Objective, SO).

These aims were addressed through three main strategies: protection, participation and promotion.

- The provision of community-based support services to PwDs and their families in eight communities in Hebron (Result 1, R1), which include medical and rehabilitation services, the consolidation of Self-support Groups and the negotiations with municipalities for the approval and renewal of agreements of support to PwDs.
- The acquisition of skills and the use of opportunities by PwDs to assess and improve accessibility and inclusiveness in Der Samit/Al Yasseryah and Beit Ummar (Result 2, R2) by the constitution of Accessibility Assessment Committees (AAC), participatory analysis of accessibility in public spaces, the development of Accessibility Assessment and Implementation Plans (AAIP), as well as the design and implementation of a hands-on vocational training scheme of accessibility works.
- The building of PwDs capacity to engage in self-advocacy actions and to promote plural and inclusive social participation in their communities (Result 3, R3) through the organisation of inclusive community activities, the implementation of community-based awareness-raising actions, self-advocacy training and visibility activities.

The Project builds on a 14-year experience in the field of Discapacity, which materializes in multiple projects and programmes and in a long-term partnership with HWC. Both of them have worked together 13 development and humanitarian actions funded by international and national donors[1] and focused on the communities in Southern Hebron, where the present Project takes place. It is from this experience and long-lasting partnership that MPDL identified and designed a Programme containing the Project and another one funded by the Excma. Junta de Andalucía. Both of them share the same objectives in the same geographic area, support the CBR programme and integrate the accessibility component in different municipalities as a pilot experience.

The Project is thought as the continuation of a four-year programme funded by the Spanish Agency for International Development Cooperation (AECID), which aimed to establish a community-based and rehabilitation scheme that offered basic services, home adaptations, technical aid distribution, inclusive and awareness-raising activities.

As regards the CBR programme, and particularly the successful Self-support Groups, they have provided a unique opportunity for counselling and orientation for PwDs and their families, as well as for progressively overcoming feelings of isolation and defencelessness. They have overcome this role and taken a step forward by being involved in the design and evaluation of activities for the promotion of disability rights and claiming local authorities for their commitment. In accordance with the social model of Disability, they have become relevant, active and successful non-state actors in the promotion of their rights.

The Project proposes to combine this disability-specific track of protection and promotion with a mainstream track developed to remove some of the barriers that perpetuate societal discrimination. In this sense, the Project proposes a hands-on vocational training, which uses a participatory approach to include key actors – local authorities, PwDs, students, CBR workers – in the identification, assessment and implementation of accessibility barriers. This addresses the lack of access to education and employment opportunities for PwDs, the physical and environmental barriers in public spaces as well as widespread stereotypes of PwDs as passive individuals.

The combination of these actions results in the Project, which is a multi–actor intervention that integrates complementary elements for the removal of physical and psychological barriers.

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[1] In brackets the number of funded projects: ECHO (2), AECID (2), European Commission (2), Excma. Junta de Comunidades de Castilla La Mancha (2), Excma. Junta de Andalucía (3) and Excma. Generalitat Valenciana (1).

1.2. EVALUATION OBJECTIVES AND METHODOLOGY

This evaluation was foreseen by MPDL and HWC in the design of the intervention as a tool to provide information and reflection. In this sense, the evaluation pursues the following motivations:

- To learn from a critical perspective about the approach of collective and participatory action.
- To reflect on the contributions of the different actors towards the specific objectives and on how the project has facilitated these processes.
- To be accountable.

As regards the specific **objectives** of the evaluation, they are the following:

- To analyse the role of the different actors.

- To identify weaknesses and strengths of the twin-track approach.

- To generate a learning process among the stakeholders to pave the path for future actions.

The **unit of analysis** or object of evaluation is the Project during the implementation period, February 2014 to August 2016.

The **methodology** is framed by the conception of the evaluation as a programmed activity of reflection based on systematic procedures of data collection, systematization and analysis. The aim is to draw solid value judgments about the intervention and to formulate useful recommendations for future actions and decision-makings. This principle is significantly shaped by the budget allocation. In this sense, it was decided to narrow down the scope of the evaluation to allow for a solid analysis.

The evaluation pursues its applicability and utility by responding to the real informative needs of the stakeholders and grounding its recommendations in the collected and analysed information. In order to do that, a participatory goal-free evaluation was chosen. Defined by Patton, this type of evaluation does not identify beforehand the evaluation criteria; on the contrary, they emanate from the informative needs identified by the stakeholders in the first phases of the evaluation.

In spite of not counting with the time and budget requirements for this type of evaluation, it was still the optimal approach in order to avoid blue-print formulas and gain in legitimacy and potentiality. The extent of participation – sampling, methods of data collection – was adapted to the available resources.

Further discussion on the methodology process is provided following the evaluation phases.

Phase 1 & 2 & 3– Identification of the motivation to evaluate and collection of Information Needs.

Phone meetings took place with the funding (EU), implementing (HWC) and promoting and implementing (MPDL) entities to collect information on the motivations for the evaluation and their information needs. Information needs were mostly drawn from MPDL and HWC.

Phase 4 & 5 – Relevant questions and evaluation criteria

Three key steps were followed in order to focus the evaluation. First, information needs were reviewed and narrowed down, pursuing just those that:

- Were highly relevant for the feedback of the project.

- Had a high level of uncertainty and were difficult to draw from the documents review.

- Had a cost of data collection and analysis coherent with the budget allocated for the final evaluation.

Secondly, the selected information needs were gathered into the following areas of interest:

- Stakeholder's perception about the project's results and management processes.

- The projects' structure and actors' relationships: tasks, responsibility, legitimacy, communication, and partnership quality.

- The project's approach to participation and collective action.

Finally, and based on the selection of information needs, the evaluation criteria were identified as follows:

1. <u>Relevance:</u> as the adequacy of the project – design, structure, processes and results – to the context. The evaluation looked at:

- External pertinence: the project responds to the population needs and to its context.

- Internal pertinence: the project is adequate to the characteristics of the actors involved; and the objectives, results and activities are aligned.

2. <u>Effectiveness:</u> as the degree of achievement of results and contribution to the objectives as well as the benefits accruing to target groups.

3. <u>Sustainability:</u> as the likelihood of benefits produced by the project to continue looked at through: the participation and ownership of beneficiaries and

organisations involved and the project's methodology of collective action.

Out of the five criteria proposed in the terms of reference of the final evaluation, only three were chosen. It is to be noted that both the impact and efficiency were left out for budget reasons. As regards the former, it is to be noted that a proper analysis of impact requires a counterfactual of what those outcomes would have been in the absence of the intervention. Collecting data on a comparison group (the easiest counterfactual) was out of the scope of the budget for this evaluation. Besides, at the time of the evaluation, 1 month after the end of the action it is not possible to assess if any medium and long-term changes have been prompted by the Project. In the same manner, the quantification of the effectiveness regarding the opportunity costs of having invested the project resources in another alternative is not feasible within the frame of this evaluation.

Phase 6 & 7 – Identification of sources and techniques of data collection

The evaluation based the data collection and analysis on secondary sources and qualitative techniques, these being the review and analysis of documents, semi-structured interviews (individual and group) and focus groups. Furthermore, non-participant observation was used to gain knowledge on the organisations' procedures, actors' activities and relationships. The evaluation matrix provides full details on which tools were used to answer each evaluation question.

No random sample has taken place to select the identification of sources. These were selected by the evaluation team, the HWC and the MPDL mission in the oPt. It is to be said that the sample responds to principles of relevance, availability and representation.

Phase 8 – Field Work

The fieldwork took place during the period 15 – 22 September. Based on a list of contacts drawn by MPDL and HWC and corroborated by the evaluation team, the agenda was prepared. During field work the agenda was hardly modified (see Annex 4.3 for the agenda and detailed list of persons contacted).

Phase 9 – Data, interpretation, judgements and recommendations

Once data was collected the evaluation team proceeded with the dump and systematization of the interviews and focus groups; the data analysis and interpretation of the findings; the issuing of

value judgments – based on the principle of the sum of subjectivities[2] – from the data collected and analysed; and finally the drawing of recommendations.

This process of data analysis and interpretation has been affected by the poor quality of the information. On the one hand, the high rotation of personnel have affected the follow-up of the Project, reducing the information available as well as its utility for primary sources. On the other hand, the lack of a base line and a proper monitoring system significantly reduced the secondary sources of information. As regards the latter, the documents available were the following: 3 monthly internal reports HWC-MPDL (January – April 2016), 5 architect reports (October 2015 – March 2016), 3 quarterly reports (February – October 2014), Simplified monthly reports (November 2014 – April 2015), one interim report (1st February 2014 to 31st January 2015) and one final report.

These obstacles related to the information, together with the budget limitations, led to a treatment of the information, which only allowed for general accounts of the reality mostly based on the sum of subjectivities to pursue the objectivity of the judgements and the means of verification.

2. DATA ANALYSIS AND INTERPRETATION

This second part of the report presents the evaluation analysis and it has been structured following the evaluation criteria and its particular dimensions.

2.1. RELEVANCE

EXTERNAL RELEVANCE

All interviews coincide that overall the project meets the needs of PwDs, the final beneficiaries. These are: increase the availability of community-based support services, offer an opportunity for future employment through hands-on training, remove physical barriers in public spaces, work towards the removal of stereotypes and promote an active role of PwDs in the society.

These common responses were backed up by the existence of a proper and solid process of identification carried out within the frame for this Project. Indeed, the needs have been identified in a multi-level process, which takes place before and during the project implementation. The following exercises of needs assessments have been observed as key guarantors of the needs pertinence:

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[2] Making the same questions to different actors allows drawing a systematic comparison of the answers.

1. The Project funds the CBR services, which use an on-going and comprehensive system of needs assessment offering updated information on PwDs problems and concerns. CBR is a strategy within general community development for rehabilitation, equalisation of opportunities, and social inclusion of all children and adults with disabilities (3). The CBR concept is both simple and complex in nature (4). The simplicity has to do with its origins, i.e., delivery of rehabilitative services to people with disabilities in their communities. CBR's complexity is the result of the current concept of CBR programmes as multi-disciplinary, i.e., visiting people with disabilities and their families in their homes; providing appropriate information, therapy and/or training; and facilitating rights and duties of people with disabilities, family, and community members (5). The needs assessment occurs in all these steps or paths on a continuous manner, collecting qualitative and quantitative data both formal- and informally. The knowledge and commitment of the CBR team in the field is solid and strong.

2. The Project builds on a four-year programme on disability in the same target villages in Hebron district, which clarified the elements of success and identified new needs. As regards the former, mostly refers to the relevance, sustainability and impact of Self-support Groups. These groups, bringing together PwDs and family members in a rare opportunity of experience-sharing and peer-to-peer support, have grown to become an important space for empowerment and an opportunity for collective action. Furthermore, the Project adds pilot innovations to respond to the challenges identified together with these target groups. These mainly aim at reinforcing the participatory approach of the project and at boosting the inclusion of PwDs in their communities, which are still tangible and symbolic obstacles preventing their social participation.

3. Within the specific framework of the Project design, a process of consultation took place to identify the access limitations to social participation.

These multi-level processes of needs identification are highly valuable and as expected have led to an excellent assessment of the necessary intervention and hence Project design.

Vis-à-vis the **needs of the municipalities**, it is said that they have been identified during the long-term agreements between HWC and MPDL and the chosen municipalities, as well as the specific consultations as part of the Project's identification. However, the commitment identified does not necessarily match with the facts on the ground, most probably due to the Project's challenge of converging the different interest and priorities of the different actors - being mostly civil society (PwDs) and government (Municipalities) – towards disabilities and inclusion. An example of this

occurs at the level of R2, where the PwDs and the municipalities clashed with their priorities for intervention selection (see section on effectiveness and sustainability for further analysis).

While their needs in terms of capacity for promoting inclusive communities have been identified, the evaluation team found more difficult to assess the life-spam of their commitments. In this respect, it would be interesting to further study the impact of the municipalities commitments, measured in terms of: the agreements of cooperation signed with the HWC in the CBR scheme, the participation in the process of the accessibility assessment and implementation, the assumption of the salary of the CBR worker, the provision of their public spaces for the use of Self-support Groups and associations and having chosen the municipality buildings for the accessibility works. If all of this corroborates the commitment of municipalities in the short- and medium-term, i.e. within the life of the Project, it is not possible to say anything about the long-term. Further analysis is needed.

Given the importance of this target group in the mission of the CBR programme[3], it is necessary to revise the municipalities' needs and capabilities as regards inclusion; and also to understand whether the above-mentioned gap is due to problems in the identification or implementation process. Concerning the latter, a discussion is provided in the effectiveness section.

As regards the **location**, the vulnerability of Hebron district in terms of closure and socio-economic elements makes it a relevant choice. In this sense, violence and closures have limited the resources of the population, the ability of the authorities to cater for their populations and as a result they have reduced the possibilities of PwDs and their families to access available services in neighbouring locations. To be remarked is the presence of extremist settlers and the existence of Palestinian population in both sides of the main road connecting the north and the south of Hebron governorate. As it will be described later, since October 2015, the escalation of violence in the oPt and Israel resulted in the deterioration of the security situation with its consequent implications in the closure system.

Furthermore, as the previous programme in the same 8 villages concluded, Hebron is one of the poorest and more conservative districts in the oPt.

Finally, in terms of the accessibility component (R2), Beit Ummar and Der Samit/Al Yasseryah were selected, according to HWC, due to the previous experience of MPDL and HWC in those communities with the CBR programme and working on the accessibility of private homes.

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[3] The CBR programme's long-term goal is to decentralize the services provided to the community and the governmental authorities, municipalities and ministries (WHO, 2010).

At an **institutional level**, the evaluation team argues in favour of the relevance achieved by the Projects in all of its axes. In relation to the provision of services, the intervention takes place in a moment where there is an urgent need of services funding. Under the assumption that the Palestinian Authority is responsible for the provision of all health services, international aid has been redirected to advocacy and capacity building and training[4]. The Project does not only fill this vacuum in services funding but also continue supporting HWC in a moment where the relationships between the Palestinian health civil organizations and the Palestinian Ministry of Health are deteriorating[5].

As regards the promotion and participation axes, it is to be said that the Project involves the PUH and the Municipalities in multiple processes of capacity building and advocacy, which contributed to the institutional development in relation to accessibility and inclusion. Furthermore, the value added of the project in the form of a participatory accessibility assessment and accessibility improvement works have paved the path for the bridging of different institutional agents.

To conclude the external relevance assessment, the evaluation team strongly believes on the solid relevance of the Project based on the existence of a solid and multiple process of needs identification, the opinions of all stakeholders and beneficiaries, the characteristics of southern Hebron and the institutional framework.

INTERNAL RELEVANCE

At the level of objectives and results, the evaluation team asked the interviewees about their perceptions about the project and the following words have been collected from PwDs, families, HWC coordinators, municipality engineers, students and teachers from PUH and the CBR team.

Table 1: Project's perceptions*

Self-confidence & Awareness
Health
Socialize & family
Membership
Helpful
Work & Ability & Being paid
Empathy
Taking care & Empathy

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[4] HWC Strategic Plan 2014-2016.
[5] HWC Strategic Plan 2014-2016.

Rights
Problems & Disappointment

* From actors involved in the Project. Ordered from high to low frequency.

The evaluation team conclude the following. Firstly, target groups were overall positive about the Project and its contribution. Different adjectives and concepts defined the Project. Although the opinions are different depending on the profile of the person, they illustrate and are compatible with the composition of the Project as regards its structure and added value.

Secondly, the evaluation team noted the correspondence of these views with the CBR holistic conception and the twin-track approach proposed by the project. Expected results seemed to have corresponded with targeted groups' perceptions and expectations, which is a good indicator for the Project's achievement and for the matching of needs.

Thirdly, the fact that interviewees have not mentioned the capacity building or the skills gains and put value on working and being paid brings up an important aspect. It is interesting to realize that the hands-on training has been understood by the PwDs as an employment opportunity. The lack of importance attained to the capacities and skills gained could be because of a weak match between the training scheme and the interests and needs of the target group. Or most probable, the predominance of work and being paid over the training effects could be due to the urgent need for job offers for PwDs. This is illustrated by the fact that per diem costs foreseen to cover expenses of food and transportation have been understood as an economic compensation.

The negative assessments contained in the perceptions table – problems and disappointment – came out from Der Samit/Al Yasseryah and Beit Ummar. As it will be explained later, the accessibility assessments and works encountered important obstacles for the target groups and implementing entities. Being this of significant relevance for the Project, detailed discussion is available in the next section.

As regards **the alignment of objectives and activities**, MPDL and HWC interviewees[6] have linked the activities with the objectives of the Project and established a clear mean-end relationship. The respondents explained well how the three components contribute to the protection and promotion of basic rights of PwDs as well as to the participation in building increasingly inclusive and

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[6] The PwDs, their families, the students and the architect from the PUH, as well as the municipalities, do not have a representation of the Project in terms of activities, and in relation to the objectives. It is obvious that this way of thinking is characteristic of the development aid modus operandi.

accessible communities. The evaluation team argued that this knowledge brings forward the fact that the Project is designed according to real needs and structured its objectives and activities in accordance with the Programme Theory.

It has been observed that the implementation of the Project seemed to follow an output approach, putting the emphasis on the activities and leaving behind the processes that connect results with objectives. In this sense, it was expected that the linkages between all the target groups were strengthened during and beyond the project implementation.

As it will be discussed in the sustainability section, the Project has not achieved all its intended goals in relation to this. The Project had the potentiality to go beyond actual results in participation. In spite of the reliance of the Project's methodology on the participatory and community-driven approaches, the facts on the ground showed a lack of alignment between the designed and implemented participatory and community-driven approach.

Participation has been specifically evaluated mostly within the frame of Result 2. Interviewees argue that target groups have been consulted, but not included in the decision-making. The evidence provided seems to suggest that participation has not been implemented as a process of empowerment but as an end in itself[7]. There is a difference between the project design, which values participation for intrinsic reasons, and the project implementation, where the use of participation seems purely instrumental. If the Project aimed to initiate a positive transformation in the power relations by opening up spaces for participation in decision-making and policy-making for PwDs (MPDL, 2013), more attention should have been paid to the participatory dimension of the Project and to the inter-groups relationships. Within the framework of R2, the interviewees were not satisfied with the process of participation, '*they raised expectations that later were not fulfilled'*, partner in Der Samit. For further discussion see the section of effectiveness.

Having said that about R2, the same cannot be said for R3. R3 combines the principles of R1 and R2 to present initiatives to reinforce the impact of the rest of the planned activities related to the protection of the rights of PwDs and to their enhanced participation in their communities' development. A great part of the activities linked to R3 have been decided by the beneficiaries such as the visibility/awareness-raising actions, the inclusive activities as well as the Accessibility and Schools days. The focus of these activities - provide the PwDs and their families with skills and opportunities to advocate for the advancement of PwDs rights – placed special attention to the promotion of self-advocacy, which is in essence a self-participatory action.

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[7] See Cornwall (2008) discussion on unpacking the participation's models, meanings and practices.

The last issue being looked at within the pertinence dimension is **the degree of adequacy of the project to the characteristics of the actors involved.** No information has been found in the documents or collected during the interviews about a scheme with the roles and responsibilities of the multiple actors based on their comparative advantages. Instead, the Project frames the field of action of MDPL's and HWC's specific duties and responsibilities and the attitudes of key stakeholders. This has been done in a static manner, i.e. roles and responsibilities have not been thoroughly revised during the Project's implementation, putting supervision and management in a vacuum.

For example, HWC and MPDL found themselves responsible for the correct implementation of the activities on the ground and the achievement of the goals, but with not all desired teamwork. The fact that MPDL field team was a part of the time not able to coordinate and to ensure communication and distribution of tasks and responsibilities, contributed to the HWC decision of maintaining a low profile and basically a passive involvement in R2.

Another example is about the inclusion of ArCò and the integration of the architect into the MPDL team. The evaluation team has not found evidence to argue in favour of its hiring taking into account its responsibility in the problems found in the implementation of R2 (see section on Effectiveness). Another matter is that of the MPDL architect, particularly its modus operandi mostly based on an output approach, which overpassed the participatory dimension of the component. It is strange to incorporate someone in the team, because of its technical expertise, but without guaranteeing that she/he has incorporated the MPDL principles and practices.

The evaluation team concludes that the Project is remarkably relevant as it responds well to the context and population needs. The internal relevance is not that strong due to the weak alignment firstly between the designed and implemented participatory and community-driven approach and secondly between the structure of the Project and the actors characteristics.

2.2. EFFECTIVENESS

In this section we have analysed the extent of achievement of the Project's results, particularly as regards its contribution to the project specific objective.

In this sense, the analysis reveals that the overall action achieved the results, which led to the protection and promotion of basic rights of PwDs and to the enhancement of their participation in building increasingly inclusive and accessible communities in Hebron. This has been attained basically through the delivery of health and community-based support services for PwDs, the

opening up of spaces for participation in local development planning, and the capacity building on self-advocacy.

Having said that, the evaluation team did not count with enough concrete information to reflect and deepen more on the analysis of certain objective dimensions, such as those related to the promotion and participation. Results were not always built taking into account its specificity and measurability. This mostly applied to R2 y R3. The assessment of community-based support services provision (R1) is quite straight forward, however, the acquisition of skills and capacities as well as the extent of participation are a more complex process of measurement.

As regards the provision of health and community-based support services, final beneficiaries considered that facilitating the access to medical and rehabilitation services is a necessary step towards empowerment - '*First health, then the rest*', PwDs in Halhul. The Project has provided adequate medical, psychological and rehabilitation services as means to start up the process of own-legitimization, autonomy, self-determination and awareness. The information available allows us only to speak up in absolute terms, the extent of these processes remained unknown to date, an impact evaluation is needed.

The 'first health then the rest' idea reflects the ownership of the intrinsic linkage in the model proposed between provision and promotion of basic rights. In fact, everybody acknowledges the effectiveness of the CBR programme on using the provision of health services as an entry point to the process of capacity building for rights claiming. Within this structure, the usefulness of Self-support Groups as catalysers for rights promotion is noted. '*It is the first step of being together in their dreams*', PwDs relative in Beit Ummar; '*It allows us to get organized*', PwDs in Beit Ula.

With reference to the promotion of basic rights, the Project has built the capacity and awareness of key actors such as self-support group members, municipality engineers, architect students and professors, AC[8] with the hope to increase their scope of action towards inclusive public policy. Furthermore, within the framework of the Project, municipalities have taken important steps in this direction: annual agreements have been signed with HWC; the CBR workers salary have been assumed by certain local authorities; work spaces and equipment have been provided for the activities of the Self-support Groups, the PwDs associations and the Accessibility Assessment process; and barriers have been removed in the municipality building of Beit Ummar, Beit Kahil and Beit Ulla.

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[8] Accessibility Committees, hereinafter AC.

It is to be noted an unexpected result in this regard. The municipalities of Beit Kahil and Beit Ulla, influenced by Beit Ummar and Der Samit, have taken the lead and decide to embark themselves in removing the accessibility barriers in their buildings.

In this sense, the efforts of building increasingly inclusive and accessible communities have more to do with the promotion of spaces of collective action (Self-support Groups, associations, civil society – local authorities partnerships, cooperation with universities) rather than the participation process inherent in Result 2 and 3.

Vis-à-vis participation, particularly as a process of skills acquiring and opportunities taking to improve accessibility and inclusiveness, there is no specific and measurable information to assess the extent of achievement. It is to be reminded that the logical framework did not establish verification means for this process. Nevertheless, we count on the experiences of result 2 and 3.

As regards the latter, it is to be said that target groups' perceptions were more satisfactory. They have seen their views counting, specifically their decisions on what to do for the visibility/awareness actions and inclusive activities. This together with the self-advocacy nature of the activities gave a sense of control, of being in charge, of ownership, which was not that clear found in the R2, we believe, because of its multi-actor dimension and nature of the activities.

In this sense, the extent of satisfaction was lower among participants in R2. In Beit Ummar, the participants of the Accessibility Assessment & Improvement Plans are happy with them and with the works, but not with the process. They felt that the participation process was consultative, not enabling people to make their own decisions, to work out what to do and take action. In Der Samit, the AC felt that the architect did not consider them as equal partners. Her vertical communication and no flexibility transcended in a feeling of little transparency.

In both villages, the ACs further expressed that the communication in the Assessment and Design process was not sufficient. In this sense, they found little clarity as regards the budget (although it was published in the tender) and sites selection process. As regards the design, despite the fact that a draft was sent to the municipalities to be discussed, validated and finally approved, the students and the municipal engineers expressed their concerns about how little their contributions were considered.

The evaluation team argues that the Project has created spaces for consultative rather than empowerment participation. In this sense, the ACs and the students have been consulted but not taken into account in the decision-making or problem-solving. The effect of this at the result level is

that, while ACs have acquired skills about the barriers identification, assessment and improvement, the opportunities taken to assess and improve accessibility could have been more transformative in time and space. For example, we wonder why the sustainability of the ACs was not foreseen in the project proposal and established as a working priority during implementation; why the ACs were not replicated in other communities.

It is important to reflect about the reasons behind the perceptions of little participation in the sites selection. As the MPDL well clarified, the fact that the interventions selected were not necessarily those proposed as priority by the discussion groups and meetings is explained by other factors such as the budget available and the feasibility of execution (who is the owner or administrator of the space, legal permits, execution time, etc.). It seems that this was not clear for all, and hence the created confusion. There was a lack of communication with the beneficiaries about the determinants of the selection process.

Another reason is about the Project's main challenge of promoting convergence among the different actors' interest and priorities towards disabilities and inclusion of PwDs. Within the R2 this materialized with the clashes between the civil society and the municipalities' priorities for intervention selection. The lack of attention paid by the MPDL and HWC to this processes of divergence could partly explain the above-mentioned perceptions towards the participation being only consultative.

The importance given by the interviewees to the lack of transparency, communication and participation at the decision-making level raises the question about the real importance given to the participatory and community-based approach. While the Project proposal builds significantly on this, it is neglected in the logical framework, which adopts an output approach that transcended into the phase of implementation. Different reasons have been given to explain this.

1. The evaluation team argues that the project has been managed in a reactive manner lowering the quality of work. On the one hand, the focus of attention was at the symptoms and not at the cause level. Problems were hence solved insufficiently and in an unsustainable manner. On the other hand, present issues captured all the attention, with little provision for long-term planning to head off issues before they occurred. This modus operandi resulted in a superficial knowledge of processes – e.g. the participatory, partnerships – and issues at stake – e.g. the extent of convergence of actors' interests on disabilities, the passive engagement of Der Samit Municipality, the communication issues between the architect and the ACs.

2. We also can state that resources were not allocated to put in place the structure, mechanisms and actions allowing the foreseen participatory and community-approach taken place. This occurs already at the project design, where there were gaps between the formulation document and the logical framework, and between the logical framework and the management mechanisms. At the implementation level, MPDL Mission in Palestine and HWC team assigned to the project did not always count with the required resources – human and material – to ensure good execution of the project.

3. Lack of knowledge and capacities. Concerns have been raised among the interviewees about the competence of some of the staff involved in the project. In this sense, '*the architect did not act as she was an expert on participatory and community-driven approaches'*, AC participant in Der Samit/Al Yasseryah; '*some MPDL project managers were not sensitive to the culture and act without taking into account the socio-economic context'*; '*some HWC workers (assigned to the project) did not know anything about disabilities and development'*, MPDL worker.

While assessing the contribution of results to objectives, interviewees constantly mentioned issues related to the project management, particularly around the question of whether the form of organizing the work of this multi-level actor action is adequate to carry out the objectives of the intervention. Discussion on the information gathering and communication took place.

Firstly, having carefully analysed the interviews with MPDL and HWC personnel, no indication was found about the existence of a **monitoring system** being understood as a continuous function that uses systematic collection of data on specified indicators to provide administrators and stakeholders of an intervention, objective and truthful information on the progress and achievement of the objectives, and about the use of designated funds. Within the framework of the project the monitoring was neither continuous nor systematic.

The tools available – monthly internal monitoring reports, quarterly reports, intermediate audit, field visits and an intermediate report, – although defined *ad hoc* for this intervention, have not been continuous due to the high rotation of personnel at MPDL, HWC and ArCò, and also due to the lack of enforcement by supervisors. When monthly monitoring reports were spacing out, and there was a lack of enforcement by supervisors to ensure the submission of reports, no effective measures were taken.

It would be interesting to reflect why this happened. We think that it is a compilation of facts. Firstly, the information required seems to serve exclusively the needs of the logical framework,

which do not necessarily address the issues at stake. Secondly, collecting this information and drafting the reports is an arduous task and therefore it needs to be useful for the implementation of the project.

Secondly, **communication** has not always been fluent, horizontal, clear and open. The following problems of communication have been raised among a considerable number of interviewees:

1. There is a lack of transparency in the implementation of Result 2 as regards the characteristics of the foreseen participation process, the sites selection, the budget available, and the training and works schedule (they were stopped due to changes in MDPL and ArCò personnel).
2. The MPDL field employees' dependence on translators;
3. The lack of information about the procedures in place to ensure work continuation during staff turnover;
4. The little importance given to monitoring as reflected in the resources allocated for this task.

We have been looking at the information flows, conducted both internally by each organization, and externally between them.

External communication HWC-MPDL mostly relies on monthly reports, field visits and meetings as well as the tools of telephone and email. While these seemed to be sufficient to manage the work of single teams and persons, it is not enough to establish bridges of information across teams and persons. Having said that, it is to be noted that during six months of 2015 the communication mostly took place by email. In a context where working relationships are predominantly based on personal links and emotional bonds, the communication strategy has to count on this dimension. A failure to do so will disrupt relationships and cause a loss of valuable information about the reality of the project.

We cannot forget the context of Occupation, which highly disrupted the communication between stakeholders strongly affecting the frequency of visits as well as the Project's overall performance. Since the beginning of October 2015, there was an escalation of violence in the OPT and Israel. The security situation deteriorated due to the widespread confrontations with Israeli forces, settler violence against Palestinians, and excessive use of force by Israeli forces against the Palestinian population alongside attacks on Israelis by Palestinian individuals. All this had an impact on the closure system. The checkpoints to access the Hebron Governorate along road 60 were regularly closed since mid-October blocking the access to the city, delaying movement from and to other

locations. The network of checkpoints overall expanded during this period tightening the control of movement of all population in Hebron.

The closure and violence significantly determined the frequency of visits of the architect and the MPDL Project Manager; and this had a significant effect on the follow up of the participation process and the monitoring. The impact on the Project performance was such that an extension was requested to the donor and accepted.

Internal communication in MPDL, mostly between headquarters and field, is often daily, but due to urgent mattes it takes a fire-fighting character usually responding to the demands of the field worker. Although there is a willingness to reflect on the processes, the conversations tend to put the emphasis on getting things done rather than on how they have been done. The evaluation team wonders if the MPDL has allocated the necessary resources to guarantee an optimum workload for the employees, both in headquarters and in the field.

The **staff turnover** has been a big obstacle in this project clearly affecting the project productivity and effectiveness. The organisations performance has been affected by the significant cost of recruiting and engaging new members; the extra work load assumed by the remaining staff; the loss of information, the weakening in the stakeholders' relationships, the inefficiency and errors of new comers. The fact that a high staff turnover occurred in all the executive actors gives us an idea of the extent of the impact and the little space of manoeuvring left for an effective project implementation.

There is a **gap between theory and practice of the roles and responsibilities** of main actors, which married to the lack of systematization of information, brought lack of ownership, reactive behaviour and not adequate problem solving. The following table drafts the above-mentioned gap. It is to be noted that the collection of this information has been arduous and therefore may be incomplete. It would be very interesting to further analyse this comparison. Unfortunately it is out of the scope of this evaluation.

Table 2: Responsibilities & duties as designed and implemented

DESIGN	IMPLEMENTATION
A r C ò	
Identification (with MPDL) of the AAI component.	Done as described in the design.
The final design of the architectural projects.	Done, but not in a participatory way.
P U H	
Participation in the AAI scheme. Support the design and implementation of accessibility works.	Done as described in the design.
Establishment of a long-lasting cooperation with MPDL and HWC.	To be assessed. At the moment, there is no evidence to confirm this.
H W C	
Project direct supervision in partnership with MPDL (architect, desk, Jerusalem office).	Supervision was weak. R1 and R3 were mostly supervised by HWC and R2 by MPDL. The quality of the communication between MPDL and HWC coordinators varied significantly depending on the Project Manager at the MPDL Jerusalem Office.
Monitoring (field visits, collection of information and monthly reporting and lots meetings).	Depending on the Project Coordinator.
Supporting the implementation in compliance with the time line, logical framework & budget.	Done.
Ensure the correct implementation of activities and achievement of results.	Only for R1 and R3. For R2 just did certain mediation between actors.
With MPDL, reporting, collecting means of verification, follow up, and overall justification.	It was weak in the sense that it was too descriptive. A deeper analysis and reflection would have been desired.
Ensure participation of Self-support Groups and PwDs in the activities.	Done, through the CBR workers.
M P D L	
Coordination.	Overall weak. While it took place at the level of synchronization and integration of activities, at the level of commanding and controlling structures to ensure that the resources of the Project are used most efficiently in pursuit of the specific objectives was not sufficient.
Implementation of R2	Done as described in the design.
Follow-up and report financial.	Too reactive. A more preventive follow-up would have been desired.
Ensure justification guidelines are fulfilled.	Done.
Correct execution of the project, fulfilment of results and objectives.	R1 & R3 reliance on HWC; R2 reliance on MPDL.
Supervising technical and financially the project, correct and timely submission of reports.	Supervision took place and reports were submitted in time. The reports were rather descriptive containing a list of facts and means of verification. A deeper analysis and reflection could have enriched the processes and prevented problems.
Supervise implementation of all MPDL activities	Depending on the MPDL Project Manager in the Jerusalem office and at headquarters.
Follow up with HWC the economic and budgetary execution.	Only with the arrival of the current MPDL Palestinian Desk in Madrid.
L O C A L A U T H O R I T I E S	
Participation in the accessibility assessment study, and use as a guide.	Both communities - Beit Ummar and Der Samit - did the study, but only the former used it as a guide.

Negotiations with Self-support Groups for advancing on inclusive policy planning in all 8 communities.	6 out of the 8 municipalities signed annual agreements with HWC for inclusive policy planning.
Involvement in the AAI process.	Done.
Contribute with local resources to CBR programme, providing work spaces and equipment to facilitate the daily work.	Done.
4 out of 8 communities will cover the full salary of CBR workers	Done it Beit Umar, Deir Samit, Idna y Tarqumia

The evaluation team concludes that results are being achieved and contributed to the specific objective. However, numerous factors have reduced the extent of achievement such as the output approach of the logical framework and project management, which left out the focus on the participatory process, including the facilitation to converge the different actors' interest.

2.3 SUSTAINABILITY

We have looked at the likelihood of continuation of the projects benefits once the intervention has finalised. This has been assessed through three aspects we considered key for sustainability: the ownership and participation of stakeholders and beneficiaries involved, the project's methodology of collective action, and the capacity building.

Introducing these discussions is the recognition of the value of **supporting an existing and successful intervention.** Building on the positive outcomes of previous and on-going actions of the CBR programme, the projects' sustainability is in a greater extent guaranteed.

On the one hand, the continuation and strengthening of CBR services during the project's implementation has increased the PwDs autonomy and the capacity of PwDs families to assist their relatives in a comprehensive manner. This autonomy and skills will remain and will constitute the base for their empowerment. Furthermore, developing this autonomy is an action of strengthening the self-sufficiency, whose relevance for sustainability is greater if we considered the instruments of the Occupation - economic strangulation and movement restrictions, among many others - systematically and deliberately hindering the efforts for self-development.

On the other hand, the promotion and consolidation of Self-support Groups has led to the strengthening of a collective space/action where peer-to-peer counselling and rights claiming takes place at the municipality level. Although the extent of the sustainability of this force seems to be more ensured at the level of Self-support Groups or associations than of municipalities, the project has definitely opened a channel of communication between local authorities and civil society. In this regards, it would be interesting to follow up the six-signed agreements between municipalities

and HWC on public community-based support services and analyse their impact and most importantly how do they maintain and transform in time.

Participation has already been addressed in the discussion on relevance and effectiveness of this report. As previously argued, participation, being a core element of the project, has not received the required attention and resources during implementation. This is a missed opportunity for the Project's sustainability, in the sense that participation increase the actors' ownership and trust, two necessary elements for the prevalence of the positive effects of the project.

Within the framework of R2, the weaknesses of the participation have hindered the impact of the capacity building process towards the creation of ownership at the organisations' level. HWC, local authorities and PUH had expressed their commitment and willingness to participate. However, their participation has been lower than expected. In an attempt to understand this, interviewees were asked about the feelings of ownership. The following facts were raised across most of the interviewees:

1. The roles and duties were not clear.
2. High rotation of staff depersonalized the partnership.
3. One third of the relationships with MPDL project managers and architects were not satisfactory due to perceptions of not being considered equal partners and an undermining of socio-cultural factors.
4. The expectations about the participation in the decision-making were not fulfilled.
5. The protection and promotion of disabilities rights was not a priority of municipalities or the university.

It is believed that an increase of information flows of the above-mentioned issues as well as of the socio-cultural awareness of the context would have facilitated the creation of greater ownership. Furthermore, it is about the clarification of roles and responsibilities and the building of a multi-level actor intervention based on their comparative advantages. The added value of all actors should be recognised and communicated to all.

Being R2 and R3 led by a participatory approach, the different actors had assumed that to a certain extent they could incorporate their own priorities to the overall project. It has been observed that actors that managed to do so have shown a greater participation than those that saw the project as something imposed or external. As regards R2, while PwDs and their families have directly seen their priorities accomplished - 'first health then the rest' – thanks to the linkage of all project components, local authorities and the PUH have found themselves immersed in a complex project

execution that allowed them to gain capacities and skills but failed to include them in the decision-making. In relation to R3, and in comparison to R2, the fact that beneficiaries decided the visibility/awareness raising actions, the inclusive activities as well as the School and Accessibility days served as leverage for their participation perceptions. They were satisfied with the process and have a sense of ownership.

A positive aspect, as the CBR workers well noted, is that the project contributes significantly to a gender-balanced participation, which addresses the discriminatory gender dynamics at different levels. Firstly, target groups (R1 and R3) and Accessibility Committees (R2) were gender balanced, creating hence a space for their visualization and acknowledgment. Secondly, the increased autonomy of PwDs has provided with certain relief to their mostly female caregivers. And what is considered most important, the CBR worker is often a woman, which enables in a natural manner and thanks to a space of intimacy and no-judgement, women's empowerment.

The process of **capacity building** and skills acquiring takes place across results, which resulted in comprehensive learning process. In this sense, the CBR provision of services include a knowledge transfer about disabilities and skills in rehabilitation to people with disabilities, families and communities, as well as on rights awareness and advocacy. Educational and training opportunities are also offered, e.g., training in activities in daily living skills, sign language, etc.) as well as on PwDs rights. Specifically for R2, PwDs, municipalities' engineers and PUH students and teachers have acquired skills and on-hands training to assess and improve accessibility and inclusiveness. Finally, R3 is mostly focused on increasing the capacity of PwDs to engage and promote self-advocacy actions.

Assessing the capacity built and skills gained is a demanding task, as it needs an extensive collection of data and some time distance from the end of the Project. So this evaluation cannot say much about the depth and sustainability of the learning process. However, as regards the latter, the good news is that investments in knowledge are per se sustainable. And one indication of this appears in Table 1. Final beneficiaries and other target groups feel self-confident, aware, able, rights owners, all states of mind that are result of the capacity building process. It is interesting to note that this process is seen as a mean rather than an end by itself. And this could be the reason why it does not appear per se in the table collecting people's perceptions on the Project.

The evaluation team concludes that the structures of collective action, the improvements in the accessibility of public buildings, the skills and capacities generated, the public awareness, have great chances of enduring over time. Further analysis is required in the future to assert this belief.

3. CONCLUSIONS AND RECOMMENDATIONS

3.1 RELEVANCE

Conclusions

The project is remarkably relevant in its external dimension, i.e. it responds well to the context and population needs.

We strongly believe that the existence of a solid and evidence-based process of needs identification has guaranteed the high level of relevance. It is interesting to bring forward the needs identification process, which has been an on-going system materialized in a long-term partnership with HWC and the continuous work on the location area.

Another aspect that significantly contributed to the high relevance of the Project is the support of the long-term and successful CBR Programme. In this sense, through the provision of health services the Programme pursues the self-sufficiency of PwDs and their relatives in terms of capacity building and rights claiming. This is a very powerful aim in the context of Hebron, where the Occupation forces use the violence and movement restrictions to inhibit the livelihoods of the PwDs.

As regards the internal pertinence there are two main aspects to note. On the one hand, while the Project's objectives, activities and results are aligned, the lack of a clear comparative advantage scheme of roles and responsibilities raises doubts about the adequacy of the actors' characteristics to the project structure. On the other hand, in spite of the reliance of the Project's methodology on the participatory and community-driven approaches, the facts on the ground showed a lack of alignment between the designed and implemented participatory and community-driven approach.

Recommendations

1. For the sake of MPDL future policy planning we provide the following reflection about the two types of social capital – bonding and bridging[9] - and their representation in the Theory of Programme of the Project. The evaluation team has observed that the bonding dimension of the Project predominates over the bridging and this may have created a problem of alignment between the activities and objectives. Mostly at the implementation level, the focus has been on the PwDs and their families and less on other target groups – local authorities, children and students–; being

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[9] Bonding social capital refers to the value assigned to social networks between homogenous groups of people and builds-up intra-group solidarity. Bridging social capital refers to that of social networks between socially heterogeneous groups and builds up inter-group solidarity (Gittel and Vidal, 1998).

the non-PwDs community the weakest link in the achievement of the objective of contributing to the emergence of a more plural, participatory, accessible and inclusive civil society. In this sense, it would be interesting to analyse if this is due to the social model of Disability, which puts PwDs at the center, or on the contrary it is due to the lack of participation for empowerment practice during the Project implementation.

2. Given the degree of external and internal pertinence, the evaluation argues that the CBR programme should be further supported. On the one hand, the principle of 'first health then the rest' goes in line with the need to fill the vacuum above-mentioned in the provision of health services due to the shift of international aid to advocacy and capacity building. On the other hand, the holistic approach of the CBR allows to target PwDs rights comprehensively putting them at the center for the claim. Following the above-mentioned recommendation, it would be interesting to support the CBR programme by strengthening the community and participatory approach at the bridging level.

3. The widespread adoption of the language of participation in the Project design and the lack of it in the logical framework raises questions about its importance in the Project implementation. We urge to work on this alignment. This is particularly important with this infinitely malleable concept, which has become a much-used buzzword and can be can be used to evoke – and to signify – almost anything that involves people as well as be easily reframed to meet almost any demand made of it. Therefore, in order to create a common understanding among stakeholders and target groups, future actions invoking participation, should be detailed in this respect. Specifically, reflections are needed on what participation means to the implementing agency, what it means for those on receiving end, and what is participation for.

4. The evaluation team recommends MPDL to study the possibilities for funding employment schemes for PwDs. The fact that they have understood the on-hands training scheme as a job opportunity, and the little importance given to the capacity building as an end in itself, could be an indication of a hidden need. Given the potentiality of employment in terms of contributing to the enhanced participation in building increasingly inclusive communities, its possible funding is a matter that is worth thinking.

3.2 EFFECTIVENESS

Conclusions

Results are being achieved and contributed to the specific objective. In this sense, the basic rights of PwDs have been protected by the provision of community-based support services and the removal of certain accessibility barriers. As regards the promotion and advocacy of basic rights, this is being achieved mostly by building the capacity and awareness of key actors and the support or creation of spaces of collective action. The latter being catalysers of the efforts in building increasingly inclusive communities.

The importance given by the interviewees to the lack of transparency, communication and participation at the decision-making level raises the question about the real importance given to the participatory and community-based approach. While these are important pieces of the Project's methodology, they have been set-aside in the implementation, which followed the output modus operandi proposed in the logical framework.

In this sense, we believed that the potentiality of the participatory dimension of the Project has been hindered, particularly its effects on building solid partnerships among civil society and public institutions. On the one hand, Self-support Groups and the ACs have created spaces for collective action, where rights claiming take place. On the other hand, the municipalities, HWC and the PUH have been responsible for introducing inclusion in the communities in a comprehensive and collaborative manner. However, the extent of building partnership could have been greater in time and in space if attention would have been paid to the output approach of the logical framework and project management, which left out the focus on the participatory process, including the facilitation to converge the different actors' interest. Having said that, we believe that the efforts of building increasingly inclusive and accessible communities have been leveraged by the promotion of those spaces of collective action.

Recommendations

The following recommendations mostly focused on strategic planning and project management.

1. Future participatory actions should reflect on the meanings, models and practices of participation and define their strategy based on the questions on what participation means to the implementing agency, and for those on the receiving end as well as what is participation for. These will determine the focus of attention to collect information and measure participation. Overall, the key is to focus on the process and not the outcomes. For example, instead of assessing whether the

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ACs have been formed and Accessibility Assessment Plans developed, the intention should be put in unpacking the participatory dynamics in the ACs, or the involvement of each AC member.

2. The evaluation team recommends MDPL to close the gap between theory and practice, i.e. between the project's goals, results and activities and the allocated resources as well as MPDL capacities. It is necessary that MPDL rethinks its role in the development chain and establishes concordant structures and modus operandi. For example, if an active role is foreseen with tasks of coordination and follow up, it is necessary to invest resources in hiring and keeping a field representative. Another example, if MPDL wants to be an intermediate agent, the focus of attention should be put on the facilitation of processes, which cannot take place without a continuous presence in the field. Or if MPDL prioritises the building of partnerships then it can delegate the field presence on the local partner and centre the resources on strengthening the capacities of the partner.

3. It is necessary to acknowledge the impact that the staff turnover had in the Project's performance. MPDL and HWC need to reflect on their recruitment practices and modify procedures and objectives accordingly. The requirements should be shaped according to the characteristics of the projects portfolio. We believe that the socio-political-cultural and language knowledge should be prioritized.   The concordance between salary and duties is a must keeping the employee motivation high.

4. MPDL needs to create systematic procedures for information gathering during all phases of the project cycle and a joint monitoring system with the partner at the beginning of each new intervention. These will reduce the negative impact that an excessive turnover or workload will have on the programme implementation. The systematization of procedures and staff's training on their use can increase the efficiency by saving time and improving the quality of work.

5. The communication between MPDL and HWC should be improved; and this not only to have a common vision and strategy but also as a necessary requirement to strengthen their ties as strategic partners. The establishment of a joined monitoring system will help to improve the coordination system, the information flows and the intervention's implementation. It needs to be respectful to HWC structure and personnel duties in order to avoid ad hoc transformation of local partners practice for the sake of meeting the obligations and requirements set by the donor entity.

3.3 SUSTAINABILITY

Conclusions

The structures of collective action, the improvements in the accessibility of public buildings, the skills and capacities generated, the public awareness, have great chances of enduring over time.

1. Self-support Groups and PwDs associations, although dependent on external funds to organise their activities, are sufficiently empowered and skilled to continue their advocacy path. See for example the unexpected creation of the associations in Beit Ula and Beit Kahil.

2. Dialogue, often materialized in agreements, has been opened between the Self-support Groups, the municipalities, the PUH and HWC. Its sustainability will depend on the commitment of all partners and convergence of their interests.

3. Accessibility has been certainly improved in the municipality building of Beit Ummar. As regards its clinic, the impact of the accessibility works is highly dependent on the derogation of the Ministry of Health to move back the clinic to the first floor of the municipality building. Vis-à-vis Der Samit/Al Yasseryah, the accessibility works in the buildings of the association and clinic have certainly removed accessibility barriers although it could have been more effective.

4. The process of capacity building and skills acquiring takes place across results, which resulted in comprehensive learning process. In this sense, the CBR provision of services include a knowledge transfer about disabilities and skills in rehabilitation to people with disabilities, families and communities, as well as on rights awareness and advocacy. Educational and training opportunities are also offered, e.g., training in activities in daily living skills, sign language, etc.) as well as on PwDs rights. Specifically for R2, PwDs, municipalities' engineers and PUH students and teachers have acquired skills and on-hands training to assess and improve accessibility and inclusiveness. Finally, R3 is mostly focused on increasing the capacity of PwDs to engage and promote self-advocacy actions.

   Assessing the capacity built and skills gained is a demanding task as it needs an extensive collection of data and some time distance from the end of the Project. So this evaluation cannot say much about the depth and sustainability of the learning process. However, as regards the latter, the good news is that investments in knowledge are per se sustainable. And one indication of this appears in Table 1. Final beneficiaries and other target groups

feel self-confident, aware, able, rights owners, all states of mind that are result of the capacity building process. It is interesting to note that this process is seen as a mean rather than an end by itself. This could be the reasons why it does not appear per se in the table collecting people's perceptions on the Project.

Recommendations

Given the relevance of the Project's outputs and objectives to the context and the needs of the target groups, the evaluation recommends to further support the CBR programme, specifically the spaces of collective action and partnerships. Particular support is needed to articulate and strengthen the inter-group bonds and relationships. This will create long-term opportunities where changes in attitudes and policies through raising awareness and advocacy activities could take place

4. LESSONS LEARNED

The following reflections came out during the evaluation process and mostly illustrate the need to recuperate the essence of development and to promote good practices.

- The existence of an evidence-based identification phase guarantees the healthy start of a development action. Since this phase hardly relies on funds, there is a tendency to replicate actions without data collection and analysis assuming that the project could be corrected in a later stage. But this is far from truth. Therefore, we could say that the Project's achievements are significantly determined by the solid needs assessment contained in the identification phase and hence its importance.

- It is necessary to adjust the scope of the evaluation to the allocated budget and the real needs of the project. One step towards the recognition of the evaluation as key and necessary activity of reflection is to move beyond the standards and personalise the exercise only to the needs of the promoter entity and partners.

- It is not efficient to design the evaluation questions outside the field. Given the difficulties to access stakeholders via phone and to obtain answers through email, personal meetings need to take place to narrow down the focus of the evaluation. It means that the budget needs to consider longer field trips in order to allow a higher quality of data collection.

- In order to recuperate the essence of development work, efforts are required from all actors to remain focused on what is important. We have observed at all levels a practice driven by the

bureaucracy of aid, where procedures and donors requirements attract a great part of the resources. The attention should be balanced between the activities and results, between the outputs and processes, between the tangible and non-tangible results, between the short and long-term.

- The establishment and strengthening of partnerships is one of the key goals of development aid as well as serving as a catalyser for the sustainability and impact of the projects. However, in spite of its relevance, it is rarely put at the center of the development actions. Instead it is set aside, often as a sub-product, or something that occurs by inertia. It is important to revert this practice and give relationships the space that require.

4. ANNEXES

4.1 NAMES OF THE EVALUATORS

The team is composed of three members:

1. ███████████████, team leader.
2. ██████████████, field worker.
3. ██████████████ translator and facilitator.

4.2 LOGICAL FRAMEWORK

	Intervention logic	Objectively verifiable indicators of achievement	Sources and means of verification	Assumptions
Overall objectives	*OO1 – "To contribute to the emergence of a more plural, participatory, accessible and inclusive civil society in the occupied Palestinian Territories"*			
Specific objective	*SO1 – "To contribute to the protection and promotion of basic rights of PwDs as well as to their enhanced participation in building increasingly inclusive and accessible communities in Hebron"*	*SO1.I1 – "Minimum number of people accessing medical, rehabilitation psychosocial support services in 8 rural communities in Hebron by the end of the project" : 500 (at least 400 PwDs and 100 family members involved through the Self-support Groups)*	*SO1.I1.SV1 – Registry of PwDs accessing medical and rehabilitation services.* *SO1.I1.SV2–Monthly registry of home visits, primary care services and specialized referrals (occupational and speech therapy, physiotherapy, psychosocial support)* *SO1.I1.SV3 – Certificates of reception of Technical Aids.* *SO1.I1.SV4–Lists of participants of the Self-support Groups*	*External Conditions:* *The restrictions of movement and access do not impede the adequate development of the activities.* *PwDs, their families and communities maintain the commitment shown in the identification*

		SOI.I2 – "Minimum number of PwDs actively engaged in improving the protection and promotion of their rights in 8 rural communities in Hebron by the end of the project": 80 (at least 20 PwDs participating in the Self-support Groups in 8 communities; 10 PwDs members of the Accessibility Committees, 30 PwDs participating in the Accessibility works and 20 PwDs in the self-advocacy scheme in Beit Ummar and Der Samit/Al Yasseryah).	*SO1.I2.SV1 – Disaggregated lists of participants of the self-support group meetings in the 8 communities* *SO1.I2.SV2 – Apprenticeship contracts of PwDs involved in the Accessibility Assessment and Improvement components in Beit Ummar and Der Samit/Al Yasseryah.* *SO1.I2.SV3 – List of participants of the self-advocacy scheme in Beit Ummar and Der Samit/Al Yasseryah*	*process and previous interventions.* *The support of the municipalities continues.* *Risks:* *The significant deterioration of the security conditions in the implementation area and the increasingly violent dynamics in the communities might compromise the development of the action.*
		SO1.I3 – "Minimum number of participants without disability in awareness-raising, inclusion, self-advocacy , capacity building, Accessibility Assessment and Improvement and communication and visibility activities implemented by the end of the project": 2,560 (Self-support Groups and municipalities' rep.: 116 person;. Accessibility Assessment: 44 persons; Accessibility improvement: 140; Community-based actions: 1,540; Accessibility days: 400 persons; Visibility Events: 200 person; Final Conference: Up to 120 persons without disabilities)	*SO.I3.SV1–Materials, schedule, reports and photographic dossier of awareness raising activities.* *SO.I3.SV2–Materials, schedule, reports and photographic dossier of inclusive activities.* *SO.I3.SV3 – Self-advocates' reports* *SO.I3.SV4 –Materials, schedule and photographic dossier of closing event*	

		SO1.14 Significant increase in the knowledge of and attention to Inclusion and Accessibility amongst persons with and without disability participating in Self-support Groups, capacity building and educational activities and directly involved in the Accessibility Improvement component by the end of the project.	*SOI.I4.SV1–Pre-post data: baseline, mid-term and end-line analysis, focus groups and in-depth interviews of participants.* *SOI.I4.SV2 – Pre-post evaluation of the activities*	
Expected results	*R1 – Community-based support services have been provided to persons with Disabilities and their families in 8 communities, Hebron District*	*R1.I1 "Minimum number of PwDs accessing the specialized medical and rehabilitation services (physiotherapy, occupational therapy, speech therapy, distribution of technical aids and psychosocial support) by the end of the project": 400 persons with disabilities access specialized rehabilitation services, and 120 of them receive technical aids (R1)*	*Indicator R1.I1* *SV1 – Registry of PwDs accessing the medical and rehabilitation services.* *.SV2 – Monthly registry of home visits, primary care services and specialized referrals.* *SV3 – Sample of diagnosis and evolution reports.* *SV4 – Photographic dossier.*	<ins>*External conditions*</ins>*:* *The restrictions of movement and access do not impede the access to the rehabilitation services in the centre and the movement of CBR and medical teams to the communities* *PwDs and their families are willing to participate in the activities and maintain their commitment.* *The municipalities involved in the project maintain their willingness to support the CBR program.* <ins>*Risks:*</ins> *The significant*
		R1.I2 Significant improvement in the quality of life and autonomy amongst PwDs accessing the medical and specialized rehabilitation services by the end of the project (R1)	*Indicator R1.I2* *SV1–Pre-post data: baseline, mid-term and end-line analysis, focus groups and in-depth interviews with PwDs and family members.* *SV2 – Samples of diagnosis and evaluation reports*	
		R1.I3 "Minimum number of PwDs and family members participating in the community-based Self-support Groups by the end of the project": 120 (at least 20 PwDs and 100 family members of children with disability	*Indicators R1.I3* *SV1 – Schedule (dates and locations) of self-support group meetings.* *SV2– Disaggregated lists of participants of the self-support group* *SV3 –CBR workers' minutes and*	

		participate in 164 meetings, 20 in each of the 8 communities and 4 inter-community meetings)(R1)	reports on the Self-support Groups' meetings SV4– Photographic dossier	deterioration of movement and access restrictions hinders the development of the activities.
		R1.4"Minimum number of municipalities signing annual agreements for the improvement of public community-based support services for PwDs by the end of the project": 6 out of 8 (R1)	Indicator R1.I4: SV1– Annual Agreements signed or ratified with the municipalities. SV2 – Certificates of contribution of the municipalities to the CBR program	*The significant worsening of the political or economic situation prevents municipalities from accepting formal commitments to support the CBR program and reduces the ability of families and PwDs to participate in the activities* *Prices or exchange rates change drastically, affecting the budgeting of the action.*
	R2 – PwDs have acquired skills and taken opportunities to assess and improve accessibility and inclusiveness in Der Samit/Al Yasseryah and Beit Ummar	*R2.I1 "Number of Participatory accessibility Assessment and Improvement plans developed and handled to the municipalities by the end of the project": 2 (one in each community) (R2).*	Indicator R2.I1 SV1 – List of participants and minutes of the meetings of Accessibility Committees. SV2– Minutes and reports on the focus groups SV3– Accessibility and Improvement Plans (AAIP). SV4 – Minutes of the presentation of the AAIP to the concerned municipalities. SV5– Photographic dossier	<u>*External conditions*</u>: *The restrictions of movement and access do not impede the access of the team to the communities* *PwDs are interested in the activities offered, maintaining the*

		R2.I2 "Minimum number of architectural interventions to improve accessibility selected and implemented by the end of the project": 4 (2 in each of the communities) (R2)	Indicator R2.I2 SV1 – Accessibility and Improvement Plans (AAIP). SV2– Selection report, minutes of participatory selection meetings (Accessibility committees and focus groups) SV3– Building plans SV4 – Photographic dossier (before/after and progress of works)	commitment shown in the participatory identification process. The municipalities involved in the Accessibility Assessment and Improvement component continue to support decidedly the activities.
		R2.I3 "Minimum number of PwDs trained and participating in the Accessibility Assessment and Improvement plans and in the Accessibility works undertaken": 40 (5 in the Accessibility Assessment committees and 15 in the Accessibility works in each community) (R2)	Indicator R2.I3 SV1– Terms of Reference of the Accessibility Committees. SV2 – Apprenticeship contracts of PwDs participating in the Accessibility Committees. SV3 – List of participants and minutes of the meetings of Accessibility Committees. SV4 – Photographic dossier	Risks: The significant deterioration of movement and access restrictions hinders the development of the activities.
		R2.I4 "Minimum number of persons without disabilities participating with PwDs in the Accessibility Assessment and improvement components": 102 (20 women and 20 older people involved in the Accessibility Assessment in each community, 20 students from the Polytechnic University of Hebron; 2 municipality representatives and 40 local workers) (R2)	Indicator R2.I4 SV1 – Schedule (lists and locations), participant lists and reports of the focus groups with women and older people SV2– Agreement of cooperation with the PUH and list of students involved. SV3 – Materials, schedule and architect's reports on working sessions with students. SV4–Contracts of local workers SV5– Photographic dossier	The significant worsening of the political or economic situation prevents municipalities from maintaining their level of commitment Prices or exchange rates change drastically, affecting the budgeting of the action.

		R2.I5 Significant increase in knowledge on Accessibility Assessment and Improvement amongst persons with and without disabilities participating in the Accessibility committees and Accessibility works by the end of the project (R2)	*Indicator R2.I5* *SV1–Pre-post data: baseline, mid-term and end-line analysis, focus groups and in-depth interviews with persons with and without disabilities in the Accessibility committees.* *SV2 – Architect's reports*	
	R3 –PwDs have increased their capacity to engage in self-advocacy actions and promote plural and inclusive social participation in their communities	*R3.I1 "Number of persons with and without disability participating in capacity-building sessions on self-advocacy, Disability rights and community mobilization by the end of the project": 140 (120 members of Self-support Groups in the 8 communities and 20 self-advocates in Beit Ummar and Der Samit/Al Yasseryah (R3)*	*Indicator R3.I1* *SV1– Materials, schedule (date and location) and list of participants of the trainings of Self-support Groups* *SV2 – Pre-post evaluations by trainees* *SV3– Photographic dossier*	*External conditions:* *The restrictions of movement and access do not impede the access of the team to the communities* *PwDs are interested in the activities offered, maintaining the commitment shown in the participatory identification process.*
		R3.I2 Significant increase in the knowledge and confidence to participate in self-advocacy initiatives amongst persons with and without disabilities involved in self-advocacy capacity building and visibility/awareness raising and inclusive activities(R3)	*Indicator R3.I2* *SV1–Pre-post data* *SV2 – Trainer's reports*	*The municipalities involved in the Accessibility Assessment and Improvement component continue to support decidedly the activities.*
		R3.I3 "Minimum number of visibility/awareness-raising and inclusive activities led by trained persons with and without disabilities": 136 (Self-support Groups: 8 awareness-raising activities and 1Accessibility day in each of the 8 communities; 6 inclusive activities in	*Indicators R3.I3 and R3.I4* *SV1– Materials developed, schedule (dates and location) and list of participants of the awareness raising sessions.* *SV2 – Reports on the awareness raising actions.* *SV3– Materials developed, schedule*	*Risks:* *The significant deterioration of*

		each community; _self-advocates in Beit Ummar and Der Samit/Al Yasseryah_: 6 reports in social networks, 1 Accessibility campaign, 4 "All included" Accessibility school days and 1 closing event in each community) (R3)	(dates and location) and list of participants of the inclusive activities SV4 – Reports on the inclusive activities SV5– Photographic dossier	movement and access restrictions hinders the development of the activities. _The significant worsening of the political or economic situation prevents municipalities from maintaining their level of commitment_ _Prices or exchange rates change drastically, affecting the budgeting of the action._
		R3.I4 "Minimum number of participants with and without disability in the visibility/awareness-raising and inclusive activities led by Self-support Groups and self-advocates": 2240 (8 communities: 880, average of 10 participants per awareness raising actions and 30 in the Accessibility days; 1000 participants in inclusive activities; Der Samit/Al Yasseryah: 160 school children participating in the "All included school days"; 200 participants in the self-advocates' closing events)		
Activities		**_Means_**	**_Cost_**	
	A.0 – "Overall Coordination, Monitoring & Evaluation of the Action and implementation of the project Communication and visibility strategy"	_1. Human Resources_ _2. Travel_ _3. Equipment and supplies_ _4. Local office_ _5. Other costs, services_ _6. Other_ _10. Indirect costs_	_EUR 95,260_	
	A.1.1– "Detection, evaluation and re-evaluation of PwDs in the communities and rehabilitation plans (centre and home-based)"	_1. Human Resources_ _3. Equipment and supplies_ _4. Local office_	_EUR 24,984.00_	_PwD and families actively cooperate with the rehabilitation team._

	A.1.2– "Provision of centre and home-based medical and rehabilitation services and informal training for caregivers on improved attention to PwDs"	1. Human Resources 3. Equipment and supplies 4. Local office 6.Other	EUR 80,352.00	PWD are encouraged and motivated in training of ADL Families are willing to act as supportive caregivers Assistive devices are locally available
	A1.3– "Tender, purchase and distribution of TA and informal training on use and maintenance"	1. Human Resources 5. Other costs, services 6. Other	EUR 24,324.00	
	A.1.4 – "Meetings of Self-support Groups"	1. Human Resources 5. Other costs, services 6. Other	EUR 9,180.00	Self-support Groups show commitment and are able to meet regularly.
	A.1.5 – "Inter-community meetings of Self-support Groups"	1. Human Resources 5. Other costs, services 6. Other	EUR 5,284.00	There are no restrictions of movement for any self-support group to reach the meetings. Representatives of all Self-support Groups are able to attend the Inter-community meetings.
	A.1.6 –"Meetings of Self-support Groups and local authorities"	1. Human Resources 5. Other costs, services	EUR 4,500.00	The local authorities show commitment and openness towards the demands related to the rights of PwD.
	A.1.7 –"Annual signing of agreements with local authorities"	1. Human Resources	EUR 2,943.00	
	A.2.1 –"Presentation and socialization of the AAI process in Der Samit/Al Yassereyah and Beit Ummar"	1. Human Resources 5. Other costs, services	EUR 1,250.00	Socialization of the AAI process reaches a fair amount of PwDs, families and other individuals in

	A.2.2 – "Expression of interest, evaluation and selection of PwDs to participate in the Assessment process"	1. Human Resources	EUR 4,430.00	the communities to ensure a participative approach and heterogeneity. PwD and other individuals in the communities show willingness and want to be involved on the activity.
	A.2.3 – "Constitution and ToR of Accessibility committees"	1. Human Resources	EUR 1,250.00	The group of persons who is interested is heterogeneous in terms of kinds of disabilities and other conditions such as gender and age. The roles and responsibilities of the committees are clear and agreed by all members and relevant stakeholders.
	A.2.4 – "Capacity-building sessions on Accessibility Assessment and Improvement for Accessibility committees"	1. Human Resources 4. Local office 5. Other costs, services 6. Other	EUR 4,856.00	Capacity-building sessions are carefully planned to be adapted to the needs of the persons involve and the goals to be achieved afterwards (AAIPs). The persons involved are actively engaged in the capacity-building sessions.

A.2.5 –"Lectures in the Polytechnic University of Hebron on Accessibility and selection of 20 students to accompany the AAIP"	1. Human Resources 4. Local office 5. Other costs, services	EUR 2,250.00	Polytechnic University is collaborative with the activities. Students selected show commitment and willingness to participate in the actions.
A.2.6 – "Detailed Accessibility Assessment of public spaces and buildings (field visits and urban planning analysis)"	1. Human Resources 6. Other	EUR 3,050.00	Local authorities are collaborative on the transfer of maps, lists of public building and their plans, etc. The persons involved are actively engaged in the process.
A.2.7 – "Focus groups with women and older people on their Accessibility needs and priorities"	1. Human Resources 4. Local office 6. Other	EUR 5,540.00	Women and older people show willingness and interest to participate in the activity. The focal groups are heterogeneous in terms of different conditions, ages, etc.
A.2.8 – "Development of the Accessibility Assessment and Improvement Plans and presentation to local authorities"	1. Human Resources 3. Equipment and supplies 6. Other	EUR 9,763.00	All needs expressed during the process are correctly taken into account in the production of the AAIPs Local authorities effectively welcome the

			AAIPs and compromise to use them in coming works.
A.2.9 – "Selection of Accessibility Improvement interventions considering priorities of PwDs, women and older people"	1. Human Resources 6. Other	*EUR 7,473.00*	*The committee is heterogeneous in terms of disability, age and gender.* *The committee is able to reach an agreement on the prioritized and selected works.*
A.2.10 – "Design of the architectural interventions and works' planning, with the participation of PUH students"	1. Human Resources 6. Other	*EUR 20,873.00*	*All information needed is provided by the municipalities (maps, plans, etc.)* *Students of the PUH show willingness to participate on the activity.*
A.2.11– "Expression of interest and selection of PwDs to participate in the Accessibility improvement works"	1. Human Resources 6. Other	*EUR 7,373.00*	*PwD express willingness to participate on the activity.*
A.2.12 – "Tender and contract of building company"	1. Human Resources 6. Other	*EUR 4,193.00*	*There are sufficient local service providers to ensure a competitive process and quality of the final selected proposal.*
A.2.13 –"Execution of the Accessibility works, under the supervision of the architect and with the support of PUH students and municipalities'	1. Human Resources 6. Other	*EUR 79,480.00*	*There are sufficient local service providers to ensure a competitive process and quality of*

	engineers"			*the final selected proposal.* *Students of the PUH show willingness to participate on the activity.*
	A.3.1 – "Capacity-building sessions for Self-support Groups on Advocacy, Disability rights and community mobilization"	*5. Other costs, services* *6. Other*	*EUR 1,000.00*	*Self-support Groups show commitment towards the initiative.*
	A.3.2 – "Monthly planning of awareness raising and inclusive activities by Self-support Groups"	*1. Human Resources*	*EUR 3,180.00*	*Self-support Groups show commitment towards the initiative.* *Community stakeholders (local authorities, CBR, PwD, families, etc.) are collaborative and opened to the planning of awareness raising and inclusive activities*
	A.3.3 – "Implementation of awareness-raising actions"	*5. Other costs, services*	*EUR 7,660.00*	*The population of the 8 communities shows interest on the information and the activities related to disability*
	A.3.4 – "Implementation of inclusive activities"	*5. Other costs, services* *6. Other*	*EUR 9,836.00*	*The population of the 8 communities shows interest on the inclusive activities organized.*
	A.3.5 – "Implementation of "Accessibility days"	*1. Human Resources*	*EUR 4,140.00*	*The population of the 8 communities shows interest on the inclusive*

			activities proposed in the "Accessibility days".
A.3.6– "Identification of interested PwDs"	5. Other costs, services 6. Other	EUR 4,180.00	PwD are interested and actively participate on the capacity-building.
A.3.7– "Capacity-building sessions for self-advocates in Der Samit/Al Yasseryah and Beit Ummar on self-advocacy, social media and photography"	6. Other	EUR 3,990.00	Sessions are adapted to the needs, capabilities of the PwD as well as to the goals to be achieved after.
A.3.8– "Planning and implementation of educational activities for the "All included" schooldays"	1. Human Resources 5. Other costs, services	EUR 2,480.00	Children are motivated to participate in the educational activities
A.3.9– "Documentation of the AAIP process, selection of materials, development of monthly reports and dissemination by self-advocates with the support of trainers in Der Samit/Al Yasseryah and Beit Ummar"	1. Human Resources 5. Other costs, services	EUR 4,983.00	Self-advocates produce quality materials and are interested in participating in the development of monthly reports.
A.3.10– "Planning and implementation of closing-events in Der Samit/Al Yassereyah and Beit Ummar"	1. Human Resources 5. Other costs, services	EUR 4,943.00	PwDs show willingness towards the activity. Local stakeholders are interested in the activities and willing to participate on them.

4.3 ACTORS CONSULTED - AGENDA

Thursday 15 (Jerusalem)				
	09.30-13.30	██████████	MPDL Head of Mission	
Saturday 17 (Halhul)				
	09.30-11.00	██████████	HWC project coordinator	
	11.00-13.30	██████████	HWC finance project coordinator	
Monday 18 (Halhul)				
	08.30-09.30	██████████	Project Responsible to finalize the agenda	
	09.30-11.30	██████████	HWC development responsible and CBR coordinator	
	11.45-13.00		HWC staff involved in the project (doctors)	Family Doctor, physiotherapists, speech therapist, and occupational worker
	13.30-14.30		Participants Inclusive Activities (FGD)	(7 people-3PwDs) all women except 2 disabled men
	15.00-17.00	██████████	CBR workers	Beit Ula, Halhul and Beit Kahil
	17.00-18.00		Health patients	3 mothers and 3 children with Disabilities
Monday 19 (Beit Ummar)				
	08.30-10.30		Accessibility Committee	7 PwDs and Khilda Nabil Engineer
	10.30-11.00		Visit accessibility work sites	
	11.00-12.00		PwDs workers at accessibility Works Clinic	10 PwDs (6 women, 4 men)
	13.00-14.30		President of Beit Ummar Association	
	14.30-16.00		Self-Advocacy group (at the association)	12 persons with and without disabilities
	16.30-17.30	██████████	Constructor Company in Beit Ummar	
Tuesday 20 (Deir Samit)				
	08.30-10.30		FGD Accessibility Committee at the association	15 persons (2 engineers, 2 students, 1 PUH professor, 1 president of association, 9 PwDs)
	10.30-11.30		Visit accessibility work at the clinic	2 doctors, 1 nurse, CBR worker, patients
	11.45-12.00		INT with accessibility workers at the association	2 men.
	12.15-14.00		INT president of the association	
	14.30-16.00		FGD Self-advocacy training	
Wednesday 21 (TBC, Beit Khalel and Beit Ula)				
TBC	09.30-10.15	██████████	Dean of Engineer Department, PUH	
TBC	10.30-12.00	██████████	Architect	

Beit Khalel	12.30-14.30		FGD Visibility awareness activities	20 women (some with disabilities some on behalf of their families)
Beit Ula	15.00-16.00		FGD Self-support Groups	15 (1 men and 3 women with disability)
Thrusday 22 (Ramallah, West Jerusalem)				
Ramallah	09.30-12.30	██████████	HWC General Director	
	13.30-14.30	██████████	General coordinator AIC	
Saturday 24 (Skype)				
	11.00-12.30	██████████	HWC project coordinator (May14- Feb16)	
Thrusday 29 (Skype)				
	11.00-12.00	██████████	MPDL Desk officer	
Monday 10/10 (Skype)				
	16.00-17.30	██████████	ArCò general Coordinator	

4.4. LITERATURE AND DOCUMENTATION CONSULTED

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Terms of Reference (ToR) for
the Final Technical Evaluation of the Project:

"Contributing to the protection and promotion of rights of PwDs and to their enhanced participation in increasingly inclusive and accessible communities in Hebron district"
DCI-NSAPVD/2013/333-601
Funded by the European Commission

1. Introduction

These ToR specify the details for the final technical evaluation of the above mentioned project implemented by the organisation Movement for Peace-MPDL (hereinafter MPDL) and its partner Health Work Committees (hereinafter HWC) in 8 rural communities in Hebron (Beit Ummar, Beit Ulla, Beit Kahel, Tarqumia, Der Samit/Al Yasseryah, Saer, Ithna and Halhul), and financed by the European Commission under the Non State Actors Program (DCI-NSAPVD/2013/333-601).

The evaluation will focus on the assessment of the implemented activities (in accordance to the Agreement between the donor and MPDL) and whether the activities lead to the achievement of the planned results as well as to the project objectives. As a result of this evaluation, recommendations from the evaluator/s are expected in order to improve the quality of future projects.

2. Background Information

Brief description of the project:

The project aims at contributing to the advancement of the rights of Persons with Disability (hereinafter PwDs), as well as to their enhanced participation in 8 rural communities in Hebron (Beit Ummar, Beit Ulla, Beit Kahel, Tarqumia, Der Samit/Al Yasseryah, Saer, Ithna and Halhul), as means towards the emergence of a more equitable, accessible and inclusive civil society. Indeed, the action seeks to facilitate and encourage the active involvement of this otherwise blatantly excluded group in the design and implementation of strategies aimed at improving their access to their rights. Within this framework, accessible community-based support services are provided for PwDs and their families, who also have a leading role in claiming an increased commitment of local authorities in their continuity and strengthening.

Further developing this approach, a ground-breaking pilot experience has been implemented in Der Samit/Al Yasseryah and Beit Ummar, through which PwDs have had the opportunity to demonstrate their ability and willingness to overcome stereotypes and become active players in society while contributing to their communities' development. This initiative has two interconnected components, through which PwDs have become fully active agents of tangible community changes. In the first one, a group of PwDs in each community have learnt to identify the barriers that prevent their access to public spaces and buildings, compromising their ability to participate in the life of their communities. This analysis has resulted in the

development of two Accessibility Assessment and Improvement Plans (hereinafter AAIP) that have been handled to the municipalities to serve as a guide for inclusive urban planning. Complementary, PwDs have been offered the opportunity to directly participate in the removal of some of these barriers in a hands-on professional training scheme. Indeed, at least four architectural interventions pre-identified in the AAIPs have been selected and implemented in each community by PwDs with the support of the project's team and community and local actors.

Finally, the action includes a strong self-advocacy component, which multiplies the impact of the rest of the activities through a participatory strategy of communication and visibility aimed at raising awareness on Disability rights and inclusion.

The rationale behind this scheme steams from the joint experience of the applicant (MPDL) and its partner (HWC) that have worked in the field of Disability in the intervention area interruptedly since 2008. Indeed, both organizations have implemented together a four-year program with the support of the Spanish Agency for International Development Cooperation (AECID) in the eight targeted communities, which the current project has aimed at extending and complementing. That program sought to establish a pioneering Community Based Rehabilitation (CBR) scheme through which basic services, home adaptations, technical aid distribution and inclusive and awareness-raising activities have been completed.

This project builds upon the results achieved through the above-mentioned program, maintaining and strengthening elements that have successfully contributed to the improvement of the situation of PwDs. Amongst them, it is important to highlight the establishment of self-support groups in the target communities. These groups, bringing together PwDs and family members in a rare opportunity of experience-sharing and peer to peer support, have grown to become an important space for empowerment and an opportunity for collective action. The action, in turn, also incorporates pilot innovations to respond to the challenges identified together with these target groups and other relevant stakeholders in their communities. These innovations mainly aim at reinforcing the participatory approach of the project and at boosting the inclusion of PwDs in their communities, which is still largely impeded by tangible and symbolic obstacles preventing their social participation.

Summary of the action:

Total duration of the action	31 months, from February 1st 2014 to August, 31st 2016.
Objectives of the action	Overall Objective: To contribute to the emergence of a more plural, participatory, accessible and inclusive civil society in the occupied Palestinian Territories. Specific Objective: To contribute to the protection and promotion of basic rights of PwDs as well as to their enhanced participation in building increasingly inclusive and accessible communities in Hebron.
Partner(s)	Movement for Peace (MPDL, applicant) and Health Work Committees (HWC, co-applicant).

Target group(s)	1) PwDs; 2) Local authorities; 3) Communities' workers; 4) Additional groups like children or Architecture and Engineering students participating in the activities.
Final beneficiaries	PwDs, their families and communities.
Estimated results	R1 – Community-based support services have been provided to persons with Disabilities and their families in 8 communities, Hebron District. R2 – PwDs have acquired skills and taken opportunities to assess and improve accessibility and inclusiveness in Der Samit/Al Yasseryah and Beit Ummar. R3 – PwDs have increased their capacity to engage in self-advocacy actions and promote plural and inclusive social participation in their communities.
Main activities	For R1: Provision of medical and rehabilitation services for at least 400 PwDs in 8 rural communities; Consolidation of 8 self-support groups for PwDs and caregivers; Negotiations with municipalities for the approval and renewal of agreements on support to PwDs; For R2: Constitution of "Accessibility Committees", at least 5 PwDs, CBR worker and architect in Beit Ummar and Der Samit; Participatory analysis of accessibility in public spaces; Production of an "Accessibility Assessment and Implementation plan per community"; Design (with the participation of students of the Polytechnic University of Hebron); Selection and implementation, with 30 PwDs in a hands-on vocational training scheme, and communities' workers, of accessibility works; For R3: Organization of inclusive community activities; Implementation of community-based awareness-raising actions; Selection of 20 PwDs to participate in the self-advocacy training; Development of the training, with PwDs; Self-advocate's production of advocacy materials (pictures and messages) and monthly newsletters; Visibility activities in Beit Ummar and Der Samit/Al Yasseryah.

3. Purpose of the Evaluation

To make an assessment, as systematic and objective as possible, of the above mentioned project, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, developmental efficiency, effectiveness, impact and sustainability.

The evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both MPDL and its partner organization, HWC, and the donor.

Principles underpinning the approach to the evaluation are:

- Impartiality and independence of the evaluation process from the programming and implementation functions;
- Credibility of the evaluation, through use of appropriately skilled and independent experts and the transparency of the evaluation process, including wide dissemination of results;
- Participation of stakeholders in the evaluation process, to ensure different perspectives and views are taken into account; and
- Usefulness of the evaluation findings and recommendations, through timely presentation of relevant, clear and concise information to decision makers.

4. Focus of the Evaluation

The final report should be introduced by an initial discussion of the socio-political and human rights context of the project and the development of this context during the project period.

It should then discuss, provide conclusions and recommendations on the following questions:

- Effectiveness: To which degree did the activities meet the objectives and results set out in the project (as outlined in the logical framework)?
- Matching needs: Did the project/activities meet relevant needs of the beneficiaries?
- Relevance: Was the project designed in a way that is relevant to reach its goals?
- Efficiency: Was the project run in an efficient way?
- Sustainability: Are the results achieved so far sustainable?
- Internal coherence: Were the result indicators and their means of verification adequate? What possible adjustments would the consultants recommend?
- Gender mainstreaming: To which extent did the project succeed in including a gender perspective?
- Impact and spillover: Where there any unforeseen positive/negative effects of the activities?
- Synergies: to which extent were synergies achieved with other activities, as well as with local/international policies and donor policies?
- Which unmet needs did the evaluators identify that would be relevant for MPDL to look into in an eventual continuation of the project?
- Identify lessons learned and provide recommendations.

In addition, the evaluator/s will have acess to the following information:
- Agreement and pre-Agreement documents.
- Minutes of the meetings and other events relevant to the project implementation.
- Interim Reports.
- Financial reports.
- Visibility material.
- Other documents produced during the implementation of the project.

5. Evaluation Criteria

Relevance	The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated. It should include an assessment of the quality of project preparation and design – *i.e.* the logic and completeness of the project planning process, and the internal logic and coherence of the project design.
Efficiency	The fact that the project results have been achieved at reasonable cost, *i.e.* how well inputs/means have been converted into activities, in terms of quality, quantity and time, and the quality of the results achieved. This generally requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.
Effectiveness	An assessment of the contribution made by results to achievement of the project purpose, and how assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups, including women and men and identified vulnerable groups such as children, the elderly and disabled.
Impact	The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives (as summarized in the project's overall objective).
Sustainability	An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended, and with particular reference to factors of ownership by beneficiaries, policy support, economic and financial factors, socio-cultural aspects, gender equality, appropriate technology, environmental aspects, and institutional and management capacity.

6. Stakeholders' Involvement

The evaluator/s are expected to engage with stakeholders and partners not only to collect information and insights, but also to make a (collective) sense of that in order to understand the following:

- Their engagement in the process, how it has been promoted and how it fits with their own work/aims.
- The difficulties they have endured to engage in the project (internal and external).
- Their perspectives on the issues.
- The capacity, awareness, relationships and resources developed during their engagement with the project and what they have been able to do with that.

7. Methodology of the Evaluation

The consultancy should be carried on the basis of a desk study and a field visit. The desk study should cover the following documents:
- Project contractual documents and further amendments;
- Documents produced throughout the project;
- Evidence of impact collected by the project, including mid-term reports
- Other relevant documentation.

Furthermore, the evaluation should be built on interviews with:
- Beneficiaries as well as partner (HWC) and participants;
- MPDL Head of Mission in Palestine, MPDL Desk Officer for Palestine, MPDL Project Manager and ArCo´s staff
- Other stakeholders such as municipalities, Polytechnic University of Hebron and other actors (to be defined).

The consultancy should adopt an evaluation methodology coherent with the participatory approach of the project. The consultant/s is expected to conduct a participatory evaluation providing for meaningful involvement by the project partner, its beneficiaries and other interested parties. Stakeholder participation is to be an integral component of the evaluation design and planning, data gathering, drafting of findings, evaluation reporting and results dissemination.

The evaluation should therefore focus not only on quantifiable results but also analyse processes and dynamics generated by the project, their scope (in terms of people and other actors involved) and their sustainability. This implies moving away from a mere technical approach in order to understand the context in which PwDs in Palestine live, and to assess the support brought to them by this project.

The proposed framework of the evaluation can be subject to change based on the agreement between MPDL, which approves the work plan, and the external evaluator/s.

8. Deliverables

All deliverables are to be submitted to MPDL Desk Officer for Palestine in Madrid and MPDL Head of Mission in Palestine in English, electronically and in hard copy format (3 copies). Deliverables include:

- An inception report, to be submitted one week after the beginning of the evaluation, explaining the methodology, work programme and timetable for the evaluation.

- A final report to be submitted at the end of the evaluation with a maximum extension of 30 pages excluding annexes. The final evaluation report will be structured as follows:

1. Executive summary
2. Main section:
   a. Introduction:
      i. Project description
      ii. Evaluation objectives and methodology
   b. Analysis of the findings according to the evaluation criteria

3. Conclusions and recommendations
4. Lessons learned
5. Annexes:
   a. ToR Evaluation
   b. Names of the evaluators
   c. Logical framework of the project
   d. Map of the project area
   e. List of actors consulted
   f. Literature and documentation consulted
   g. Other technical annexes

9. Indicative Timetable

The consultancy will last <u>4 weeks</u> and it is expected to be carried out during September 2016. The tentative schedule is as follows:

- Week 1: Desk review of core documents; initial meetings with MPDL Desk Officer for Palestine and MPDL Head of Mission in Palestine; drafting and validation of the inception report (to be submitted by the end of week 1).
- Weeks 2 and 3: Field visits to project sites; interviews with project staff (HWC), beneficiaries and relevant stakeholders (municipalities, Polytechnic University of Hebron and others); meetings with management staff.
- Week 4: Drafting of final report (final version to be submitted no later than 30 September 2016); debriefing to MPDL, HWC and relevant stakeholders.

10. Budget

The maximum available budget for this consultancy is 5.500€, all costs and taxes included.

11. Evaluation team

The Evaluation Team is expected to:

- Be composed of a team leader with documented extensive experience on similar evaluations of civil society projects in the field of human rights and disabilities in the MENA region.
- Have extensive experience in conducting external evaluations in the context of cooperation for development and a proven record delivering professional results.
- Have sound knowledge of evaluation and data-collection methods.
- Be able to communicate effectively in Arabic and English.
- Have previous proven working experience in Palestine.
- Have process management skills, such as facilitation skills.

12. How to apply

Interested candidates are requested to submit an electronic copy of their expression of interest/proposal by July 6th 2016 with the subject *REF: 02/2016 Final Evaluation NSA* to ▮▮▮▮▮▮▮▮▮▮▮▮▮@mpdl.org.

Candidates must forward:

- 5 pages (max) letter of motivation indicating
    - The consultants' suitability for the assignment and match with previous work experience, qualifications etc.
    - How the team will be composed and the division of work between team members
    - Discussion of the work methodology it will use
    - Draft work plan and suggested timetable
    - Economic offer and budget broke down.
    - Provisional availability to fulfill the consultancy as per the timeframes indicated in these Terms of Reference.
- Professional profile of the evaluating team/ company (CVs of all individuals included in the consultancy team)

Enquiries regarding the expression of interest/proposal process may be directed to ▮▮▮▮▮▮ ▮▮▮▮▮ Desk Officer for Palestine at Movement for Peace-MPDL: ▮▮▮▮▮▮▮▮@mpdl.org.

4.6 MAP OF HEBRON