

**POST PROJECT EVALUATIONS
FOR THE
UNITED NATIONS DEMOCRACY FUND**

FINAL EVALUATION REPORT

**Incubating Young Leaders in Palestine
UDF-18-807-PAL**

22-03-2023

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I. OVERALL ASSESSMENT

(i) Project data

This report is the evaluati

Coherence

The project was undoubtedly coherent and fell within the scope of the organisation's areas of specialisation. It was fully consistent with Palestine's political priorities as well as the other UN agencies' interventions.

Relevance

The project as a whole was highly relevant, as it met the below criteria:

- The problem analysis focused on the absence of a democratic experience among young Palestinians as they had never participated in national elections and had a common mindset that it was because of the Israeli occupation, corruption, and lack of economic and political opportunities. As such, young Palestinians felt hopeless and desperate.

Additionally, the evaluation generated a number of recommendations related primarily to the considerable and growing need to involve young Palestinians - especially those from Gaza-, and to the importance of providing small grants for youth to fund their community initiatives and support their legitimacy and influence in their communities.

II. PROJECT CONTEXT AND STRATEGY

(i) Development context

Youth in Palestine comprise 30% of the population, of which 38.1% are adolescents aged 15-19 and

The project's objective was to promote the

(iii) **Logframe**

Project activities	Project outputs	Project outcomes	Long term project objective
<p>1.1.1: Design the format, content and materials for the baseline survey by Zimam M&E team</p> <p>1.1.2: Completion of baseline survey (before the start of the training workshops)</p> <p>1.1.3: Compiling data and report drafting of baseline survey</p> <p>1.1.4: End of project survey</p> <p>1.1.5: Compiling data and report drafting of End of project survey</p>	<p>Output 1.1. Baseline survey on the current knowledge and experience in the project area & end of project survey reports.</p>	<p>Outcome 1: Improved skills, self-confidence and understanding of political campaigns and democratic processes among youth leaders (18-35 years of age).</p>	<p>Promote the emergence of a generation of young leaders who are in touch with the reality of their communities.</p>
<p>1.1.1: Design the format, content and materials for the baseline survey by Zimam M&E team</p> <p>1.1.2: Completion of baseline survey (before the start of the training workshops)</p> <p>1.1.3: Compiling data and report drafting of baseline survey</p> <p>1.1.4: End of project survey</p> <p>1.1.5: Compiling data and report drafting of End of project survey</p>	<p>Output 1.2. Forty (40) young leaders are equipped with policy and interpersonal skills.</p>		
<p>1.3.1: Design the format, content and materials for the sensitization activities</p> <p>1.3.2: Four meetings with Palestinians leaders and stakeholders from social, political, environmental and business sectors.</p> <p>1.3.3: Four field sensitization activities in the Gaza Strip</p>			

<p>2.1.1: Design the format, content and materials, and locations for the meetings by Zimam</p> <p>2.1.2: Meetings with stakeholders to identify facilitators for the Siaseh cafes.</p> <p>2.1.3: Thirty (30) Siaseh cafes (youth-focused) Siaseh cafes held in 4 communities across the West Bank and Gaza</p> <p>2.1.4: Members of the public, including youth, participate in six townhall meetings</p> <p>2.1.5: Gather evaluation material and feedback from participants.</p> <p>2.2.1: The entire youth cohort designs the format, content and materials, and locations for the meetings</p> <p>2.2.2: Meetings with stakeholders and potential sry</p>	<p>Output 2.1.</p> <p>450 young Palestinians' awareness of democratic norms raised through community debate and discussions.</p>	<p>Outcome 2: Safe spaces for pragmatic dialogue that foster participatory approaches, human rights and accountability and encourage active citizenry have increased in Palestine.</p>	
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- Three implementing partner CSOs;
- Twenty Youth Leaders;
- Three local authorities; and
- One private sector representative.

- **Evaluation limitations**

This evaluation faced many delays due to the delayed approval of travel to Palestine. Checkpoints made transport between communities in the West Bank particularly difficult and time consuming. Additionally, and because of the security issues and the travel restrictions, the evaluation was not able to reach 17 of the 62 communities (28%) in the West Bank.

“Zimam (“reins” or “taking the initiative” in Arabic) is a pioneering grassroots youth movement that challenges the status quo. Taking a domestic approach to conflict resolution, we work with the leaders of tomorrow to build a more democratic, actively engaged, and pluralistic society.”

Source: Zimam web site

▪ **External coherence**

The project came at an opportune moment, coinciding with the announcement of the *Year of Youth 2020* and the setting out of priorities for youth by the Palestinian Prime Minister.

The project is also in line with the memorandum of understanding signed between the Higher Council for Youth and Sports, UNICEF, UNDP, and UNFPA, for the establishment of a Palestinian National Volunteer Service Programme ⁴. Although there were no intentional synergies between the project activities and the aforementioned programme, it is expected that, thanks to the trainings received throughout the course of the project, youth beneficiaries will have roles in and contributions to other projects.

(ii) Relevance

The project as a whole was highly relevant, as it met the below criteria:

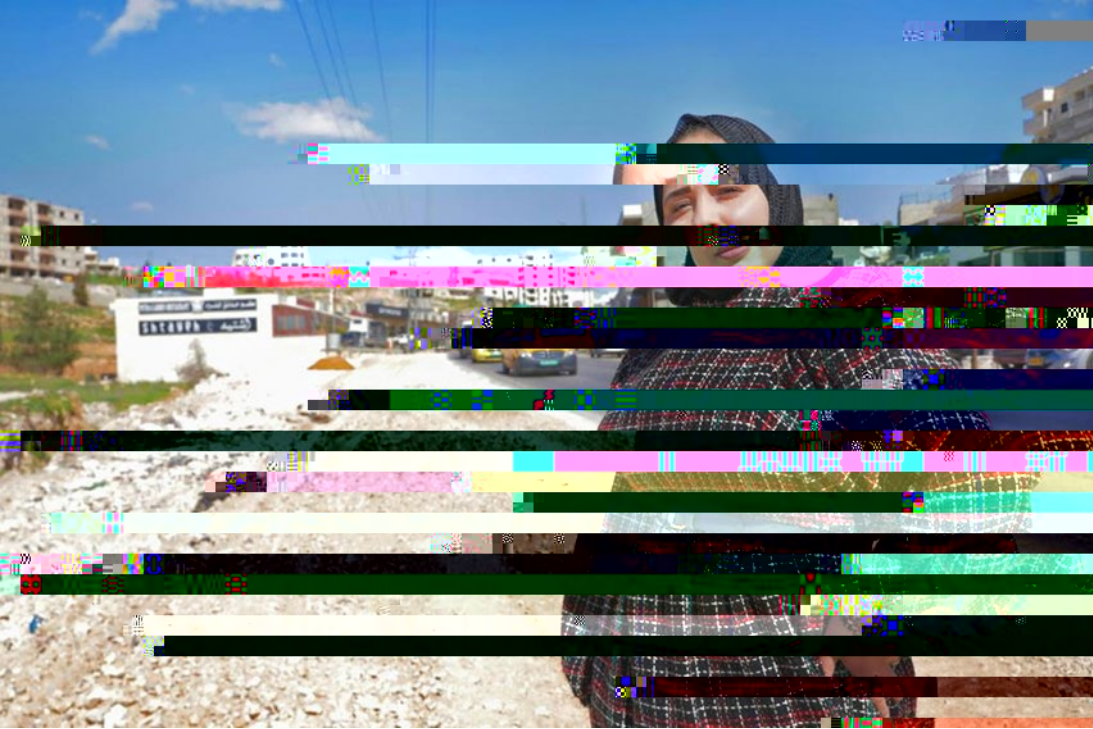
- The problem addressed by the project is highly relevant to the national development strategy and the Palestinian Authority's vision for the future.

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- 97.4% of the participants are supportive of democracy.

- 94.8% of participants agree that the Leadership Incubator

Moreover, the young women who wo



The young beneficiaries interviewed during this evaluation explained that the project was an opportunity to overcome barriers of fear and mistrust when contacting the members of local authorities and it offered them a chance to be active and influential leaders in their communities.

Several young project participants ran for the municipal elections, and three candidates won and two of them became the female elected municipal members for the first time. The young ladies explained that the project's activities conducted with the organisation and the support of their colleagues had a considerable impact on boosting their self-confidence and pushing them to run for the elections in the first place. Once elected, the pair advocated within municipal councils to create youth councils to foster the active participation of their peers, and they were considered as role models for young women in their villages.

Young refugees living in the camps, who are deprived of running for municipal elections, found other ways of engagement to make life easier for the camps' inhabitants. They proposed solutions to the

motivated to serve their communities and had the required skills to do so. Yet, youth did not find the space nor the necessary support to participate.

As such, local authorities in Dar Salah decided to set up youth councils in parallel with municipal councils. This idea of youth councils replicated the principles of youth incubators so that youth can better participate in community development plans and can be encouraged to submit proposals and solutions to the municipality.

Moreover, the director of the Dar Salah municipal council decided to hire a young leader who participated in the project to motivate other youth and disseminate the positive message that commitment and competence do pay off. It was a paid part-time opportunity.

The director of a factory in Gaza explained that following meetings with the incubator youth, the management decided to implement the proposals put forward by the youth to minimise import costs of a product and manufacture it locally. The factory benefitted from the multidisciplinary knowledge of the youth and the freshness of their ideas, and as a result, the management decided to hold these meetings more regularly.

▪ **Strengthen Community collaboration**

This impact was greater in villages and refugee camps than it was in cities like Ramallah and Gaza. This project showed that introducing young people to local governance through village councils and refugee camps' management committees is more accessible and efficient.

Youth from Dar Salah were able to...

isolation and strengthen the feeling of belonging, but also laid the groundwork for forming future municipal lists should elections take place.

(vi) *Sustainability*

The project remained dependent on external funding, even though ensuring the continuity of projects,

Not only does this approach make it possible to implement projects in the target communities, but it also guarantees a certain level of sustainability.

(vii) UNDEF added value

The added value of UNDEF is undoubtable.

UNDEF showed great openness and ability to take risks in investing in such a project and enabling Zimam to apply their innovative approaches. It is thanks to UNDEF's trust and support that Zimam acquired a stronger position to generate buy-in from other donors and to sustain funding for their activities.

In the highly polarised political context

ANNEXES

Annex 1: Evaluation Questions:

DAC criterion	Evaluation Question	Related sub-questions
Relevance	To what extent was the project, as designed and implemented, suited to the context and needs at the beneficiary, local, and national levels?	<ul style="list-style-type: none"> Was the objective of the project in line with the needs and priorities for democratic development, given the context? Should another project strategy have been preferred rather than the one implemented to better reflect those needs, priorities, and context? Why? Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? Was the project overly risk-averse?
Coherence	The extent of the compatibility of the intervention with other interventions in a country, sector or institution.	<ul style="list-style-type: none"> To what extent did this intervention fit the context and the development priorities? To what extent is this intervention coherent with other interventions which have similar objectives? To what extent is the intervention coherent internally? To what extent is the intervention coherent with wider UNDEF objectives? To what extent is the intervention coherent with international obligations?
Effectiveness	To what extent was the project, as implemented, able to achieve the objective and goals?	<ul style="list-style-type: none"> To what extent has the pr

Impact	<p>To what extent has the project put in place processes and procedures supporting the role of civil society in contributing to democratization, or to direct promotion of democracy?</p>	<ul style="list-style-type: none"> ▪ Have the targeted beneficiaries experienced tangible impacts? ▪ What are the outcomes the project have achieved and how? ▪ How do outcomes achieved contribute to the program’s overall goal? ▪ What were the external factors and actors (including the support from other, likeminded interventions) that contributed to these outcomes either positively or negatively? ▪ Did the political situation in Palestine, its related consequences and Covid 19 undermined the project realizations? <ul style="list-style-type: none"> - How do the project strategies fit between the different communities, especially Gaza and west bank?
Sustainability	<p>To what extent has the project, as designed and implemented, created what is likely to be a continuing impetus towards democratic development?</p>	<ul style="list-style-type: none"> ▪ To what extent has the project established processes and systems that are likely to support continued impact? ▪ Are the involved parties willing and able to continue the project activities on their own (where applicable)?
UNDEF value added	<p>To what extent was UNDEF able to take advantage of its unique position and comparative advantage to achieve results that could not have been achieved had support come from other donors?</p>	<ul style="list-style-type: none"> ▪ What was UNDEF able to accomplish, through the project, that could not as well have been achieved by alternative projects, other donors, or other stakeholders (Government, NGOs, etc). ▪ Did project design and implementing modalities exploit UNDEF’s comparative advantage in the form of an explicit mandate to focus on democratization issues?

Annex 2: Persons Interviewed

27 November 2022	
Arrive to Ramallah	
Coordination meeting with Zimam team	
28 November 2022	
Travel to Bethlehem	
Interview	Implementing Partner (Nibras)
Interview	Member of local council who won elections after being part of the "incubating young leaders" project
Interviews	Youth participants
Interview	The Head of the Local Council in Bethlehem

Annex 3: Acronyms

Covid-19	Coronavirus
CSOs	Civil society organization
ICHR	The Independent Commission for Human Rights
MoU	Memorandum of Understanding
NGO	Non-governmental organisation
UN	United Nations
UNDEF	United Nations Democracy Fund
USD	Unites states dollars
YC	Youth Council
YL	Youth Leader