

YWCA-YMCA Global/Norad

**MID-TERM REVIEW OF PROJECT
“CHILDREN VOICING CHILDREN’S RIGHTS”
OF GAZA YMCA**

FINAL REPORT

**BY
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FOREWORD

I would like to express my sincere thanks and appreciation to all the staff in YMCA Gaza for their cooperation experienced during conducting the field work and 1-12 August 2007. Special thanks to the Secretary General Issa Saba and Hani Farah, Children Voicing Children's Rights project Coordinator.

I would also like to thank all staff of YMCA Gaza's partner Community Centers. Special thanks for Nawal Ghusein, Director of Al Maged Women's Association, Samir Dukhan, Board Secretary of Al Maghazi Cultural Center, Salwa Nabheen, Programs Coordinator of Cultural and Social Development Association in Deir Ballah, Reem Radwan, former Director of Maimas Center and Suhail Tanani, Director of Al Asreia Cultural Center in Jabalia Camp for their time and feedback that enriched the findings of this review.

The project animators also deserve special thanks for their cooperation in facilitating my attendance to children activities, focus groups with children and meeting with children's parents as well as sharing generously reflections on their experience working in the project.

Sincere thanks are due to Nora Ingdal, Nordic Consulting Group for entrusting me to conduct this mid-term review as well as for her great efforts provided for quality-assurance of this review.

Finally, thanks should also be extended to the Y Global, Middle East Advisor, Kjersti Lindøe for her continuous support and feedback provided during the course of this review.

It is my hope that the report can be useful in future action and adjustment of the project's course as well as in further developing and enhancing the cooperation between Y Global and YMCA Gaza.

Any errors and mistakes in this report is my sole responsibility.

Palestine/Gaza City, 30th September, 2007

Nael Younis

ACRONYMS

CVCR	Children Voicing Children's Rights Project
MTR	Mid Term Review
NGO	Non-governmental Organization
NIS	New Israeli Shekel
NOK	Norwegian Kroner
Norad	Norwegian Agency for Development Cooperation
NPAPC	National Plan of Action for Palestinian Child
PA	Palestinian Authority
UNRWA	United Nations Relief and Works Agency
Y Global	YWCA-YMCA Global, the international department of the YWCA-YMCA movement in Norway
YMCA	Young Men's Christian Association
YWCA	Young Women's Christian Association

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CHAPTER 1 EXECUTIVE SUMMARY WITH CONCLUSIONS AND RECOMMENDATIONS

This report presents the outcome of a mid-term review by Nordic Consulting Group of the project ‘Children Voicing Children’s Rights’ implemented in the Gaza Strip by YMCA Gaza through cooperation with Y Global and funds made available by Norad.

According to the Terms of Reference (TOR) the main purpose of the MTR was “to assess that the project is on the right track to achieve its goals” by” promoting learning among cooperating partners YMCA and Y Global in addition to other relevant parties like local authorities, NGOs and Norad.” Specifically the MTR aimed to achieve the following objectives (See TOR, Annex 1 for more details):

- Assess the project according to relevance, effectiveness, efficiency, impact, and sustainability.
- Provide an overview of all activities of YMCA with in-depth a assessment of the activities that are funded over Norad project (Children Voicing Children’s Rights) and show how the Y Global/Norad-project is operating compared to other projects/activities under YMCA Gaza.
- Assess YMCA Gaza’s capacity to implement projects, professionally, administratively and financially and provide recommendations for potential capacity building initiatives to support strengthening the capacity of YMCA Gaza.
- Provide recommendations for cooperating partners and other relevant partners on how to improve the project’s performance towards achieving the set objectives by the end of the project in 2009.

The current project “Children Voicing Children’s Rights” has been supported since 2005 and will last until 2009. The cooperation between Y Global and YMCA Gaza is aimed at responding to the difficult situation of Palestinian children and adolescents in the Gaza Strip. The situation is characterized by the decline in the economic situation, children - and the population in general’s recurrent exposures to sonic booms, and evident effects of long years of conflict. Children and adolescents find themselves in need of increasing opportunities for play, recreation, community participation in areas like their centers and other fields where they feel safe and free to communicate, discuss, and share with others their concerns, needs and rights. As such, project is helping them becoming actors and voicing their rights, helping them to become free in their minds and their society.

The development goal of the project is stated to be:

“Contribute to the achievement of a Palestinian civil society based upon the respect of human rights and fundamental liberties by working with 9 children centers and there animators to achieve that society.”

YMCA Gaza and its partners believe that learning through working in activities and participation of children in community awareness development projects is essential for children to fully play their role as civil society builders and actors. This project will enable 600 youth to assume this role. Annex III captures the project details, objectives, target beneficiaries activities and outputs.

The Review process began in late June, 2007 and continued until late September, 2007. The process included four phases: preparatory, field survey, analysis and report writing and final report writing. The Review collected data and information from stakeholders; more than 32 individual interviews were conducted and seven focus group discussions were held, with a total of 90 beneficiaries consulted. The main findings, conclusions, and recommendations are presented below. First for YMCA Gaza and secondly for Y Global

A. Conclusions and Recommendations for YMCA Gaza:

1. Conclusion: The project 'Children Voicing Children's Rights' is found to be relevant and consistent to policy priorities and strategic approaches of the national and international policies of children rights as well as to Palestinian children needs. The project was successful in introducing a well-designed approach that combines promoting children rights with an enabling environment for children to learn these rights and to voice them up through using various non formal education techniques.

Recommendations:

- a. *The project needs to be continued and further developed. The consultant is happy to recommend future funding for this project on the same financial level (depending on implementation of recommendations of this review).*
- b. *Given the very dramatically changing living conditions of Palestinian children and in order to keep the project consistency with children's needs, it is worthy for YMCA Gaza to consider periodically structured Children's Needs-Assessments that utilize parents, animators and children educators reflections on any emerging needs of the children. This will enable YMCA to adjust the project's activities based on real needs of the children.*

Effectiveness:

2. Conclusion: The Children Voicing Children's Right project is found to be progressing well in achieving the planned activities and realization of the project objectives. However, despite the progress and the achievements made so far, there seem to be a room for further attention from YMCA Gaza to meet some shortfalls in the ultimate achievement of some planned activities and objectives. More specifically, the issues related to the drop-out of some animators, Maimas Center shutdown as well as the limited number of children collective meetings conducted.

Recommendations:

- a. *Extra contingency planning efforts need to be made to ensure the animators drop-outs be more controllable. This may include thorough verification of enrolled animators' interest and motivation for the training program as well as consider having 'a waiting list' for additional number of animators to be enrolled in the program.*
- b. *When selecting partner community centers, YMCA Gaza is recommended to develop reliable selection criteria for these centers to be partnered with the project taking in consideration the administrative and programs sustainability of these centers.*
- c. *Extra efforts need to be made for introducing alternative activities that could serve the same purpose of children collective meetings when the external factors do not allow implementing such activities at YMCA Gaza. Possible plans could include conducting such meetings, in case security situation allows, at refugee camps level, or exchange visits among partner community centers.*

Children's activities at Community Centers:

3. Conclusion: Many parents of participating children have given more preferences to the academic performance of their children than participating in project activities. This has caused some project drop-outs among children or irregular attendance of implemented children expressional activities.

Recommendation: *Partner community centers are encouraged to implement further community outreach activities in order to involve parents and children families to project objectives and activities. This can be combined with inviting children parents to visit their children while implementing project activities to ensure the quality of learning environment provided for the children.*

4. **Conclusion:** The school system in most of Gaza Strip schools is double shift, morning shift and afternoon shift. The project is not adjusted to the children's needs and they could not regularly attend the project activities given the fact that all of these activities are organized in morning time.

Recommendation: *Explore the opportunity of implementing children activities in community centers in late afternoons when all children are done with their schools. This will contribute in maintaining regular children attendance to planned project activities.*

Animators Training program:

5. **Conclusion:** The 'Socio-educational animators' training program has been a great value-added for animators. It significantly improved their knowledge and skills in areas such as the socio-educational status in the Palestinian society, Palestinian children situation, children development characteristics, planning, organizing and leading with children socio-educational learning and communication activities for children rights voicing as well as the technical skills to animate read and write, manual and graphical, audiovisual and drama learning and communication activities. However, there were some complaints about the prolonged duration of the program that does not match with the level and type of planned activities with children, something which might reduce the relevance of the training.

Recommendation: *Need to have clear understanding of the objectives related to implementing this training program in order to decide the most appropriate duration and content that could better serve the objectives of the project. In so doing the following two scenarios can be taken in consideration:*

- a. *In case the objective is just to implement the planned voicing children's rights activities, considering having a short-term training can be adequate for achieving the project intended results.*
- b. *In case the objective is to build the capacity of the involved animators for long term investment in partner community centers human resources, the current training program could serve this objective very well.*

Voicing children's rights campaigns

6. **Conclusion:** The voicing children's rights campaigns served well in providing children with appropriate opportunities to voice their rights and their opinions on these rights by planning and implementing advocacy campaigns by participating and using various collective learning activities. Also, these campaigns have served well in promoting community awareness of children's rights as been expressed by children themselves. However, the implemented campaigns were not structured towards pressuring the policy making level and decision makers to introduce positive public policy change and practice with regards to expressed children rights.

Recommendation: *Consider reorienting the campaigns to be structured, in addition to community awareness, towards pressuring for introducing positive public policies changes for the favor of children. The following approaches are proposed to achieve this purpose.*

- a. *More media utilization for disseminate information about the status of children rights, this can shape a strong public opinion on children rights that could lobby for public policies changes.*
- b. *Establish network partner community centers and other organizations concerned with children and human rights to serve as interest group for watching and defending the children rights in Palestine.*

Efficiency:

7. Conclusion: The project activities in Children Voicing Children's Right have been mainly delivered in an appropriate and timely manner at an acceptable quality. However other project activities were found to be not cost-efficient, where portions of the project received funds and project human resources have been allocated to cover other YMCA Gaza activities that are not directly related to project's activities.

Recommendation: *The non cost-efficiency activities should be reviewed and correction measures should immediately be implemented taking in consideration the recommendations of this review.*

Community centers utilization:

8. Conclusion: YMCA Gaza has managed to build effective partnership with five community centers located in five marginalized refugee camps in the Gaza Strip. In order to maintain this effective partnership, YMCA Gaza needs to better understand the difficult financial situation of these centers are passing and try to contribute in covering part of the running costs at these centers associated with project implementation, given the fact that the project includes allocated budget for such intervention.

Recommendation: *Consider repaying the monthly subsidies originally planned for the community centers to help them meet their operation costs such as office rent and utilities. An estimate monthly cost of USD 100 per each center could serve this purpose very well.*

Project management:

9. Conclusion: Some weaknesses have been found during the review of project management itself. The full time human resources assigned to the project are engaged with other YMCA activities resulting in inadequate efforts made for monitoring the project implementation. Moreover, the project lacks proper archive and information analysis systems that enable easy access and search the available information about project activities.

Recommendations:

- a. *YMCA Gaza needs to keep full utilization of project's coordinator time to be only used in achieving and following up the project tasks.*
- b. *YMCA needs to pay more attention to keep proper archive and information analysis systems that enable easy access and search the available information about project activities.*

10. Conclusion: YMCA Gaza in many cases failed in meeting the deadlines and promptly responding to Y Global project reporting requests. This drains a lot of efforts and time that could be used more efficiently.

Recommendation: *YMCA Gaza needs to pay more attention in ensuring proper and timely feedback, reporting and answer request are communicated with Y Global.*

Financial Management:

11. Conclusion: When reviewing the project's financial management, several weaknesses were identified related to a centralized management structure, weak internal control routines and lack of written procedures for payments, procurement, and lack of proper terms and conditions for staff.

Recommendations:

- a. *The project's funds should be deposited in a separate bank account.*

- b. *Y Global and YMCA Gaza should agree upon a detailed budget breakdown matching activities with budget lines. This will pave the way for better monitoring of expenses and thus the activities.*
- c. *The administrative and financial control routines, including procurement procedures, of YMCA Gaza should be institutionalized in proper system. It is highly recommended that YMCA Gaza develop and approve written operational manuals covering the administrative and financial routines inside the organization.*
- d. *YMCA Gaza should consider converting to direct bank transfers or bank checks issuance when making their financial transactions. Keeping the current cash reimbursement practices is not recommended for ensuring proper and transparent transactions.*
- e. *YMCA Gaza should develop written terms and conditions for the staff working in the YMCA Gaza; as well as ensure that employment contracts and written job descriptions are prepared for its employees.*
- f. *Y Global and YMCA Gaza should agree upon written TOR for the external auditing services for the project, ensuring that a letter to management is issued along with regular accounts audit report.*

Impact

12. Conclusion: Given the fact that the project has thus been running for two years, some primary indications were reached at that the project has contributed to produce some positive changes levels of trained animators, targeted children and involved community centers. Moreover, no record of any public policy changes resulted from the project's advocacy campaigns.

Recommendation: *Conduct a follow-up impact assessment study towards the end of the project in early 2009, to thoroughly measure how the project impacted the trained animators, children, community centers and public policy related to children's rights.*

Sustainability

13. Conclusion: The bulk majority of the project activities is not financially sustainable and will depend on external funding for being implemented. Depending on local funding resources is not feasible at this stage given the very bad economic situation and prevailing poverty levels in Gaza Strip.

Recommendation: *Explore funding opportunities from private businesses, companies and institutions to sponsor some project activities related to animators training and children voicing children rights campaigns.*

14. Conclusion: The tendency of some community centers towards integrating children rights in their programs as well as towards initiating children rights-based new programs indicates a sustainability factor that will contribute towards the achievement of sustainability of the project.

Recommendation: *YMCA Gaza is highly recommended to continue its support to partner community centers and helping them out in sustaining their new initiatives through providing training, supervision, consultation and efforts coordination to these centers.*

Gender

15. Conclusion: the project was succeeded in ensuring that there is equitable representation of children by gender. Girl children participation in project activities has been maintained at equal quantitative and qualitative levels as their peer boy children, although no special efforts at

encouraging girls' participation was found.

Recommendation: *YMCA Gaza should continue to endorse such equal involvements of girl children in the project. Extra additional efforts by YMCA Gaza and community centers are highly recommended to encourage parents to allow their girl children to be part of the projects activities. Such efforts could be to organize special meetings with parents to ensure them that their girls are safe in the project.*

Organisation

16. Conclusion: the executive management of YMCA Gaza reflects a traditional management structure given the fact that the structure doesn't reflect a specialized departments or units neither at the level of managerial tasks nor at the activity level tasks of the Association.

Recommendation: *YMCA Gaza is highly recommended to undertake comprehensive review for its organizational and administrative structures to ensure moving the organization toward more modernized and professional management style. An organizational development plan is critically needed to aid this process.*

17. Conclusion: The current board of directors is now in position for almost ten years. No board elections have taken place since 1997. Also, the current board structure does not reflect any representation of women or youth.

Recommendation: *YMCA Gaza is highly and urgently recommended to organize new elections for the board to ensure a better representation of women and youth. This will 'pump new blood' into the organization as well as allowing for a more democratic representation in the highest decision-making level of the organization.*

18. Conclusion: YMCA Gaza is led by a General Secretary with a part time post (50%). This may impede the smooth running and managing the organization's programs and activities.

Recommendation: *YMCA Gaza is highly recommended to have a full time General Secretary position. This will aid any reform efforts within the organization as well as in ensure proper implementation of the programs and activities of the organization. Also could help in sparing more time for fundraising initiatives for the organization.*

19. Conclusion: Although YMCA Gaza is considered a vibrant and integral part of the Palestinian civil society in the Gaza Strip and enjoys wide range linkages and networks with many Palestinian NGOs, YMCA Gaza's programs and activities should be more visible locally, regionally and internationally.

Recommendation: *YMCA Gaza is highly recommended to have more effective public relations to be more visible in media and on the internet. We recommend setting up a website.*

Conclusions and Recommendations for Y Global

1. Conclusion: Y Global's partnership approach and support are highly appreciated by YMCA Gaza which include, in addition to current project support, cooperation in the area of youth exchange programs.

Recommendation: *Continue the cooperation with YMCA Gaza, keeping the emphasis on children rights and youth exchange programs. Moreover it will be great help to YMCA Gaza in case Y Global could further its cooperation with YMCA Gaza to include supporting and deploying external expertise for introducing the organizational reform and capacity building of the organization.*

2. Conclusion: Y Global has followed the project from Norway. the mechanisms for monitoring the implementation of this project by Y Global were limited to handling written narrative and financial reporting as of annual, semi annual reports, and financial reports. Given the difficult prevailing security situation in Gaza that prevented many international visitors to enter Gaza, Y Global staff was not able to conduct frequent field visits to project activities.

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

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

Recommendation: *to support the process more actively through contributing in drafting TOR for the external auditors that ensures the auditors to issue management letters which might be useful for Y Global in its support for the reorganization process in YMCA Gaza.*

4. Conclusion: There is an existing informal cooperation among the international YMCA-YWCA organizations from Norway, Sweden and Switzerland in supporting YMCA Gaza.

Recommendation: *Y Global should take the initiative for following up the recommendations of this report, especially steps for building the administrative and financial management capacity of YMCA Gaza in close cooperation and coordination with YMCA-YWCA Sweden and HorYzon, Switzerland - and other partners from the World Alliance if relevant. Planning for a meeting among these partners could be a first step.*

CHAPTER 2 INTRODUCTION

2.1 Overview of report

This report represents the findings of a Mid-term Review (MTR) of the project ‘Children Voicing Children’s Rights’ implemented in the Gaza Strip by YMCA Gaza through cooperation with Y Global and funds made available by Norad. The MTR was led by evaluation specialist Mr. Nael Younis.¹ The Review process began in late June, 2007 and continued until late September, 2007. The process included four phases: preparatory, field survey, analysis and report writing and final report writing.

This report is divided in five chapters. The first chapter provides an Executive Summary of the report with main findings, conclusions, and recommendations. The second chapter provides an overview of the project, objectives, purpose and scope of the review, and the review methodology and work plan. A brief overview of YMCA Gaza, its mandate, programs and management structures as well as its financial situation for the years 2004-2006 are presented in Chapter Three. In the fourth chapter, an assessment of the findings from the data collection from the field is given with regards to their relevance, effectiveness, efficiency, impact and sustainability. Finally, Chapter Five sets out the Conclusions and Recommendations.

There are eight annexes to this report: Terms of reference, review plan, overview of YMCA Children Voicing Children’s project, MTR analytical frame work, YMCA Gaza board and staff members, list of people interviewed and institutions consulted and a short biography of the evaluator. In annex eight there is Arabic translation of the Executive Summary of this report.

2.2 Background

Y Global is an independent Christian, ecumenical organization and was established in May 2004 as a merger of international operations within YMCA and YWCA in Norway. It was previously called Delta International. From initially working with sponsorship programs and ‘children adoption’ in the south, Y Global has a development and partnership agenda in the cooperation with YMCAs and YWCAs in the south.

For several years, Y Global has cooperated with YMCA Gaza in their efforts to support the communities and especially children and youth in Gaza. Much efforts have been concentrated around emergency relief activities for families and children of the eight refugee camps in the Gaza Strip, and on a broad variety of recreational programs for children included, but not limited to, leadership training, youth exchange programs and summer camps.

The current project “Children Voicing Children’s Rights” has been supported since 2005 and will last until 2009. The cooperation between Y Global and YMCA Gaza, and through funds made available by Norad, is aimed at responding to the very difficult situation the Palestinian children and adolescents are suffering from. The situation is characterized by the decline in the economic situation, children (and population in general)’s recurrent exposures to sonic booms, and evident effects of long years of conflict. Children and adolescents find themselves in need of increasing opportunities for play, recreation, community participation in areas like their centers and other fields where they feel safe and free to communicate, discuss, and share with others their concerns, needs and rights. As such, YMCA Gaza is helping them becoming actors and voicing their rights, helping them to become free in their minds and their society

¹ Please refer to Annex VII for MTR consultant’s biography.

YMCA Gaza's goal is to contribute to the building of a Palestinian democratic civil society through the promotion of what is termed "New Education principles" that favor the respect of human rights. The project concept of 'Voicing Children's Rights' is a major component in this regard. YMCA has been developing strategic relations and cooperation with local and international partners to directly and fully participate in the promotion of human rights education in Palestine.

2.3 Purpose of Review

The project "Voicing Children's Rights" has been running for two years, and is exactly mid-way of achieving its goals, something which provides a good platform for assessing which direction the program is heading. It is intended for this MTR to be a formative evaluation/review that focuses on determining progress to date in the project and how to improve the project performance while it is ongoing. Moreover it will also serve as a quality-assurance for the Norwegian and international partners as well as give an overview of the organisation and its activities. It shall provide a brief mapping of the organisation, including the number of employees, the various projects and activities carried out. According to the Terms of Reference (TOR) the main purpose of the MTR can be defined as follows:

"to assess that the project is on the right track to achieve its goals" by" promoting learning among cooperating partners YMCA and Y Global in addition to other relevant parties like local authorities, NGOs and Norad."

Specifically the MTR aim to achieve the following objectives:

- Assess the project according to relevance, effectiveness, efficiency, impact, and sustainability.
- Provide an overview of all activities of YMCA with in-depth a assessment of the activities that are funded over Norad project (Voicing Children's Rights) and show how the Y Global/Norad-project is operating compared to other projects/activities under YMCA Gaza.
- Assess YMCA Gaza's capacity to implement projects, professionally, administratively and financially and provide recommendations for potential capacity building initiatives to support strengthening the capacity of YMCA Gaza.
- Provide recommendations for cooperating partners and other relevant partners on how to improve the project's performance towards achieving the set objectives by the end of the project in 2009.

The TOR specified review criteria for assessing the project according to the findings to make an assessment to achieve the above mentioned purpose and specific objectives. The TOR also sets out specific sets of review questions per each of the above MTR areas of focus (see Annex I).

2.4 Review Methodology

The MTR used a combination of qualitative and quantitative methodologies and tools to cover eight identified review criteria of relevance, efficiency, effectiveness, impact, sustainability, financial and managerial assessment and Y Global –YMCA Gaza partnership aspects.

2.4.1 Qualitative Research

Qualitative research methods used in conducting this MTR included the following:

- **Analysis of secondary data** sources including project documents, progress reports, publications, children centers profile, training materials, as well as documented children works during their participation in the project activities.

- **Analysis of secondary data** sources related to Palestinian national policy documents and legislations concerning children's rights as well as the international convention of Children's rights.
- **Primary data collection** and analysis through focus-group discussions, observations of training and children activities and interviews with project stakeholders. This included the following:
 - Four in-depth interviews with YMCA Gaza Staff.
 - E-mail interview/structured questionnaire with Y Global staff
 - Six in-depth interviews with community centers staff.
 - Six focus group discussions with project animators.
 - One interview with Kanaan Institute Diploma chief trainer.
 - Observation of five children's activities.
 - In-depth interview with YMCA's external auditor.
 - In-depth interview with project accountant.
 - Six focus-group discussions with children.
 - Individual interviews with selected children's parents.

A detailed list of all interviewed people and institutions consulted is included in Annex four.

- **Researcher observations:** The researcher verified stakeholder feedback by matching those observations with information gathered through other data collection means.

2.4.2 Quantitative Research

Quantitative research involved analyzing existing statistics related to involved children over the years of project implementation, their characteristics in terms of age, sex, social background, place of residence, etc. Also, it involved analysis of the existing statistics related to project activities particularly to mention the diploma training, various children activities and advocacy campaigns. Data sources for such quantitative research consisted of project records and key documents prepared by YMCA Gaza. This quantitative research has been utilized to enrich and verify the findings of the qualitative research.

2.4.3 Participatory approach

A participatory approach was central to the MTR process. To ensure that YMCA Gaza feel a full sense of ownership of the MTR findings and recommendations, the consultant spent the initial few days of the field work briefing key staff on the objectives and methods of the MTR, and debriefed YMCA Gaza on the preliminary findings prior to submission of the draft report. Moreover, a stakeholders' oral presentation will be organized following the submission of the MTR draft report in order to allow participants to undertake a participatory analysis of the opportunities and constraints faced by YMCA Gaza in promoting children's rights.

2.4.4 Communication and transparency

Evaluations can be stressful for those being evaluated. The consultant tried to ensure that the MTR was undertaken in a sensitive and transparent manner: YMCA Gaza and Y Global have been consulted throughout the fieldwork, which also allowed for crosschecking of information and findings as they emerged. Both had the opportunities, both verbally and in writing, to comment on the findings. The comments will be integrated into the final version.

2.4.5 Review Analytical Framework

An analytical framework (See Annex IV) was developed prior to the field survey to cover the main assessment criteria identified in the TOR. The analytical framework included a set of key questions for each review criteria as well as the data sources and collection method per the set questions. The framework served as a broad analytical structure within which the MTR was conducted, and provided useful guiding questions for interviews, and source of data from which to answer such questions. However, it was not intended as a “straight-jacket” and thus the consultant was selective in which questions he attempted to answer through interviews and data analysis.

2.5 Review Plan

The review has been carried out in various stages between June and September 2007, including design and preparation, implementation, presentation, and submission. Most of this time has been spent on collecting field data through interviews, focus groups, project activities observation with YMCA Gaza staff, involved children, animators, Children Centers’ staff, community members and decision makers. Annex II illustrates MTR plan including the milestone tasks, responsibilities and time frame of the various stages for conducting the review.

2.6 Limitations

The following represents the main methodological limitations experienced while carrying out this review:

- It is intended for this MTR to be a formative evaluation/review that focuses on determining progress to date in the project and how to improve the project performance. It was not intended to provide impact assessment of the outcomes of the project.
- The quantitative research involved analyzing existing statistics obtained from sources consisted of project records, key documents and progress reports prepared by YMCA Gaza and community centers. As this review is meant to be an “external” review of the Y Global grants, the consultant used, where possible, these data only as a means to enrich and verify the findings of the qualitative research.
- Given the very bad prevailing Palestinian political atmosphere and the split of Palestinian executive authority between West Bank and Gaza Strip, it was difficult for MTR consultant to get hold with relevant PA decision makers to get their reflections on the status of Palestinian children. In overcoming this limitation, MTR was depended on PA official available public policies and legislations related to Palestinian children as one of the key sources in assessing the project’s relevance.

Despite the above-mentioned limitations, the MTR proceeded relatively smoothly. The MTR consultant did not encounter major obstacles in obtaining information from YMCA Gaza, partner community centers, animators and children. Only minor delays occurred in some cases regarding getting the request information on time.

CHAPTER 3 OVERVIEW OF YMCA GAZA

3.1 Mission and Objectives

YMCA Gaza was founded in 1952 as a charity service organization based in the Christian communities in Gaza, by a group of young and active professionals in social, educational and sports fields, and with the aim of serving children, youth and their families in the Gaza Strip.

Located in AL Jalaa' Street at the heart of Gaza City, YMCA Gaza works with all sectors of Palestinian society in Gaza Strip without discrimination, targeting especially the situation and needs among refugees communities in the eight refugee camps of Gaza Strip. The focus has been on recreational efforts, with a special attention given to social, educational, cultural and physical education activities. Special emphasis is given to young men and women.

YMCA Gaza is considered a vibrant and integral part of the Palestinian civil society in the Gaza Strip and strives to construct a Palestinian civil society based on democratic principals and commitment to human, social and national rights. These values are clearly reflected in YMCA Gaza programs and activities targeting the Gaza community in general and the youth community in particular.

Through diverse programs and activities with a focus on community and youth development, the YMCA Gaza aims to work to achieve the following objectives:

- Provide opportunities for young people to take an active role and shoulder responsibilities in within their communities through participation in sports activities and social and cultural.
- Provide services and activities and events for children in many areas of social, sporting and educational programs, as well as summer camps.
- Support building technical and managerial capacities of community based organizations and community centers located in eight refugees camps in the Gaza Strip through working with them in joint projects and initiatives serving refugee children and youth.
- Promote mutual understanding among young people locally, regionally and internationally through exchange programs that provide arenas to people, especially youth, to meet, make friends and learn about each other's way of life and realities.

3.2 Programs

Today, the YMCA Gaza operates a variety of programs and activities consistent with its aims for community and youth development. YMCA has been open for both men and women internationally since early last century. There is no YWCA branch in Gaza. Thus, Gaza YMCA is targeting girls and boys, women and men as their target group (as other YMCAs around the world).

The review has mapped the following seven active programs and its performance over the period from year 2004 till now. The following results are based upon reviewing all annual and progress reports covering the stated period as well as on information generated during three site visits conducted to YMCA Gaza premises and interviews with key staff members of YMCA Gaza including General Secretary, Executive Director, Programs and Activities Coordinators.

YMCA Gaza does not have a website that reflects its objectives, programs and operations.

3.2.1 Preschool Program

The YMCA Gaza preschool program is found to be one of the key and cornerstone programs of the Association since the program was established in 1989. The program offers preschool education to children aged between 3-5 years who are residents of Gaza City, both members and non-members of the Association. The average annual children enrollment rate over the mapping period has been

recorded to be 145 children from both sexes distributed at six classrooms. The program is run by 11 staff members including one Principle, six teachers, two drivers and two doorkeepers/ cleaners. Beside the offered preschool education, enrolled children are provided with bus transportation services between their houses and the preschool. The enrolled children's families are entitled to pay quarterly (every three months) fees in lieu to the services provided by the program. These quarterly fees mount NIS400 (equivalent to USD 95), in addition to NIS 270 (equivalent to USD 65) in lieu to transportation services received per every child.

3.2.2 Youth Leadership Training Program

This program has been operating over the past 28 years. Over the mapping period, YMCA Gaza continued to offer this program with the objective of directing youth from both sexes to be involved in their own communities by enabling them to develop their leadership skills including life skills, confidence, responsibility and voluntary work. The program serves young girls and boys age 15-18 years old. Since 2004, the program has annually trained an average of 35 youth from both sexes. The training involves a one month long training and offered jointly by a long-term cooperating partner of YMCA, the Kanaan Institute for New Pedagogy and previously trained YMCA Gaza youth animators². Following the training, trained youth are expected to voluntarily participate in running the various recreational activities, including socio-cultural and sports activities, offered by YMCA Gaza.

3.2.3 Sports' Program

The YMCA Gaza uses its available outdoor and indoor sports facilities to provide members with diverse sports activities. The available sports facilities includes two outdoor courts of which are lined for basket ball, volleyball, tennis and one soccer field. In addition, the Association has renovated and refurbished an indoor gymnastic hall and make it ready for use since 2004. Also, the Association has indoor halls and rooms available for its members to practice other kinds of sports like table tennis, chess and domino games.

The following Sports activities have been recorded as implemented activities over the mapping period:

- Train sports teams including 2 teams for football, 3 teams for basket ball and 12 participants in table tennis team.
- Eight gymnastic courses organized annually and attended by around 150 female participants trained by 2 female trainers.
- Activate 35 youth participation in chess games and championships organized by the Palestinian Union for Chess.
- Provide daily sports training to about 200 participants annually in various sports as of floor tennis, basket ball, football, chess and domino.

It is worth noting that all sports activities implemented under this program are facilitated by YMCA Gaza volunteers and targeting both men and women members of YMCA Gaza.

3.2.4 Social and Cultural Activities Program

Under this program YMCA Gaza provides the community (members and non members) with different activities during the year, i.e. plays, arts exhibits, folklore dancing, lectures and discussions. The facilities and rooms, including a well equipped library with books and encyclopaedias, and children's books, are made available for community members, youth centres, local NGOs to organize private social and cultural activities. Moreover, the Association provide a safe pleasure place for youth and families to meet and spend a good time, particularly in the evenings, weekends and holidays. YMCA Gaza records indicate that on an average year, 2500 persons are visiting the YMCA.

² The executive manager of Kanaan Institute serves also as the General Secretary of YMCA Gaza

3.2.5 Summer Camps Program

The summer camps program is offered annually by YMCA. The program's objective is to fulfil children needs while in the summer vacation to fill their time with creative, fun and learning activities. Over the mapping period, YMCA Gaza has annually implemented a four-weeks summer camp (six days weekly from 8:00 AM to 03:00 PM) with average annual participation of 450 children age 7-15 years old, members and non-members of the Association from both sexes. Each summer camp has been led by 90 well-trained volunteer leaders, aged 16-25 years old with a leading committee of five older leaders. During these summer camps, participating children usually enjoy recreational and educational activities including group games, several sports games such as basketball, football, volleyball, table tennis and floor tennis, art activities such as drawings, handcrafts and traditional dance, expression theatre activities, library activities, outside trips to the beach and parties.

3.2.6 Children Voicing Children's Rights Program

Reference to the Children's Voicing Children's Right project only appears in the 2006 annual report although the project started in year 2005. The CVCR is considered a new initiative by YMCA Gaza which has been implemented since 2005 and will last until 2009. The development goal of the project is stated to be:

"Contribute to the achievement of a Palestinian civil society based upon the respect of human rights and fundamental liberties by working with 9 children centers and there animators to achieve that society."

YMCA Gaza and its partners believe that learning through working in activities and participation of children in community awareness development projects is essential for children to fully play their role as civil society builders and actors. This project will enable 600 youth to assume this role. Annex III captures the project details, objectives, target beneficiaries activities and outputs

3.2.7 Youth Exchange Programs :

This program aims at strengthening the cooperation of YMCA Gaza with several YMCAs around the world as well as local and regional like-minded organizations. Through this program exchange visits are encouraged to give a chance to people, especially youth to meet, make friends and learn about each other's way of life and realities and open doors for exchange experience in youth work and develop skills, knowledge of the involved youth and YMCA Gaza as well. Over the mapping period, the following activities were implemented:

- Year 2004 :
 - A delegation of four youth members (boys and girls) of YMCA Gaza participated in the International Youth Forum organized in Norway by the Norwegian YWCA-YMCA. (Global week and TT04)
 - 10 children of YMCA Gaza participated in Summer University organized for one week by Kanaan Institution in Gaza City.
 - 6 children participated in Young Parliament activities of Kanaan Institute in Gaza City.
- Year 2005:
 - One of YMCA Gaza leaders participated in a one-week conference organized in Sweden about HIV/AIDS held by YWCA-YMCA.
 - Four youth leaders from YMCA Gaza leaders visited Switzerland for exchange with other YMCA youth and visited many different YMCAs, schools and activity centers.
- Year 2006:
 - 10 children of YMCA Gaza participated in Kanaan Institute Summer University organized in YMCA Gaza premises with participation of about 100 children from various NGOs in Gaza Strip.

- One animator of YMCA Gaza participated in HIV/AIDS Conference in Cairo.
- One child member of YMCA Gaza participated in UN workshop on non-violence awareness in school curriculums organized in New York in May, 2006.

3.3 Management

By reviewing the structure of the governing body of YMCA Gaza, the review found that YMCA Gaza governing body assembles a basic structure of Palestinian charity and non-governmental organizations as stated in the effective Palestinian Charities and NGOs law No. 1 from year 2000. YMCA consists of a General Assembly (GA), a Board of Directors, and an Executive Management Committee including specialized sub-committees.³

3.3.1 General Assembly

The General Assembly is considered the highest authority in YMCA Gaza. It includes 400 members representing about 130 Christian families' residents in Gaza City. The Assembly membership criteria include, the candidate member should accept the by-laws of YMCA Gaza, be a member of the Christian community in Gaza, and receive the board of directors' approval for his/her membership. The GA should convene at least once annually to listen to and approve the annual administrative and financial reports as presented by both the Board of Directors and the Executive Management Committee. The GA elects the Board of Directors every two years.

Despite these provisions of the YMCA's own law, the practice of YMCA Gaza is different. The last election for the Board of Directors was held in 1997. This means that the current elected board of directors has been in the same position for the past ten years. YMCA Gaza's General Secretary explained this by saying that the prevailing political and security situation over the past ten years did not allow for convening the members of the General Assembly so as to elect a new board of directors for YMCA Gaza.

3.3.2 Board of Directors

The YMCA Gaza's by-laws states that the Board of Directors should be composed of 12 members who must be elected by the General Assembly every two years. As stated above, the current board of directors was elected in 1997 and includes 12 members until January, 2006 when Dr. Husam Al Taweel, Secretary of the Board, resigned since he was elected as a member of Palestinian Legislative Council⁴. Given the fact that no replacement for him has been found, the current board of directors has only 11 members. The board members assemble volunteer professionals with different background including physicians, engineers, accountants and managers.

Among the main duties performed by the Board of Directors are, overseeing the performance of the General and executive secretaries in managing all programs and activities of YMCA Gaza, ensure that policies and by-laws of YMCA Gaza are followed as well as providing the executive management with support in public relations and fundraising.

It is worth noting that the current board of directors can be characterized as a male dominant one since it has no female board members. Also, no youth are represented in the board – the youngest board member is 38 years. Table 1 in the Annex V shows the names, age and positions of the current board members of YMCA Gaza.

3.3.3 Executive Management Committee:

³ Law No. 1 from year 2000 specifies that the number of board of directors should not be less than 7 members, and not exceed 13 members. The law did not regulate the number of executive management committee members and left it to the board of directors to decide on this issue.

⁴ According to the Palestinian Elections Law, any candidate who wants to run for PLC elections should resign all his/her public, private and voluntary posts /works in order to be an eligible candidate.

The evaluation found that the executive management of YMCA Gaza is compromised of 23 staff members of which 21 full time staff members and two part time staff members. The executive management team receives good support and assistance from more than 100 volunteers in running the various programs and activities of the Association. The YMCA Gaza staff members can be distributed at the following managerial levels.

The top executive management level consists of two positions. The first is a part-time position of the Secretary General and the second full-time position of the Executive Secretary (Table 4). The two positions are responsible, supervisors and key decision makers about all managerial, program and activities tasks of YMCA Gaza.

Table 4: Top Management Staff members

No.	Name	Position
1.	Mr. Issa Musa Saba ⁵	Secretary General/part time
2.	Mr. Musa Issa Saba	Executive Secretary

The mid management level also comprises of two positions, one in the coordinator of Children Voicing Children's Rights and the second is the Supervisor of Sports Courts. (Table 5). The two positions are assigned to specific projects or activity tasks of YMCA Gaza. They report directly to top management level and receive support from the supportive staff in implementing the assigned activity tasks.

Table 5: Mid Management Staff Members

No.	Name	Position
1.	Mr. Hani Farah	Coordinator, CVCR project
2.	Mr. Jeryes Azam	Supervisor, Sports Courts

Supportive staff is compromising the rest of the staff members, except the kindergarten staff. They include three guards, three workers, one accountant, and one staff member who serves as both driver and logistics assistant. The supportive staff is providing all needed supportive services to all YMCA Gaza executive management team. Table 2 in Annex V shows the names and positions of the current supportive staff in YMCA Gaza.

The kindergarten management is solely responsible about running the kindergarten and compromises eleven posts including one principle, 6 kindergarten teachers in addition to two cleaners and two drivers. Table 3 in Annex V shows the names and positions of kindergarten staff members in YMCA Gaza.

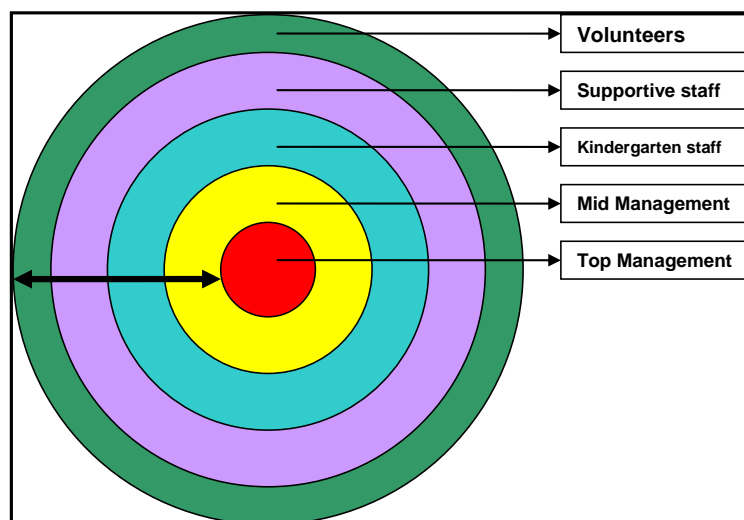
It is worth noting that the mapping of the executive management of YMCA Gaza clearly reflects a traditional management structure given the fact that the structure doesn't reflect, except the kindergarten, any specialized departments or units, neither at the managerial level, nor at the activity level of the Association.

The organizational structure also reflects an absence of female staff members in decision-making positions. Female staff members' role are limited to running the kindergarten activities, which to some extent runs without interfering in other YMCA Gaza activities and programs. Finally, although some authorities are delegated by the top management level to other levels of

⁵ Mr. Issa Musa Saba (SG) is the son of Musa Issa Saba (ES)

management, the managerial structure reflects a centralized style of management. The following (Figure 1) provides an illustration of the various management levels and how they are linked.

Figure 1: Illustration for YMCA Gaza's Executive Management Structure



3.4 Financial Overview

The TOR asked the MTR to provide an overview of YMCA Gaza's financial situation as part of the overall mapping of YMCA's programs and activities. The Review was not requested to give a financial analysis and has not assessed the cost efficiency of all of YMCA Gaza's programs. Thus, the financial assessment is applicable for CVCR project, presented in section 4.3.

The following represents YMCA Gaza's main revenues and patterns of disbursements over the past three years (2004 -2006). The Table is based on the Annual Audited Reports for 2004-2006.

Table 8: Annual External Funding of YMCA Gaza (Years 2004-2006)

Annual External Funding	Year 2004		Year 2005		Year 2006		Total (years 04,05,06) USD
	value (USD)	% (of year ext. funds)	value (USD)	% (of year ext. funds)	value (USD)	% of year ext. funds)	
YW-YMCA Sweden	58,832	78.29%	22,491	10.20%	53,433	36.83%	134,756
Delta International Norway	9,982	13.28%	13,746.23	6.23%	0	0.00%	23,728
Horyzon Swiss YMCA	5,984	7.96%	17,984	8.15%	13,083	9.02%	37,051
Theater Day Production (construction)	0	0.00%	101,900	46.20%	25,600	17.65%	127,500
Norad/Y Global	0	0.00%	61,091	27.70%	52,615.49	36.27%	113,706
YMCA, USA Chicago	0	0.00%	3,065	1.39%	0	0.00%	3,065
National YMCA, USA	0	0.00%	300	0.14%	350	0.24%	650
YMCA, Asylum USA	350	0.47%	0	0.00%	0	0.00%	350
TOTAL	75,148	100%	220,577	100%	145,081	100%	440,807

As seen in the table above, YMCA Gaza is quite dependent on external funding compared to its local revenues. Over the past three years external funds and donations have represented about 61% of the total revenues of the Association. Local revenues represent the remaining 39% of the total revenues. The major portions of external funds over the mapping period were received from YWCA-YMCA Sweden, Delta International Norway (now Y Global), Horyzon Swiss YMCA and Norad/Y Global. In year 2004, these portions made up 99.5% of the external funds received by YMCA Gaza, while this portion represented 53% in year 2005 and 73% in year 2006.

The Norad-funded project 'Children Voicing Children's Rights' project has comprised almost 28% of the total external funds received in year 2005, while it comprised of 36% of the total external funds received in year 2006. The following (Table 8) represents a detailed break-down of received external funds by YMCA Gaza by each donor per each year of the mapping period. As seen, YWCA-YMCA Sweden is along with Y Global the largest donors of YMCA Gaza.

The local sources of income for YMCA Gaza, as indicated above, made up 39% of the total revenues of the Association over the mapping period. A further break-down of these sources of income indicates that the major portion of the revenues comes from the income generated by running the kindergarten as well as rental services of YMCA Gaza's halls, playgrounds and hostel rentals. The revenues from these sources have compromised 86% of the total revenues of YMCA Gaza over years 2004-2006. Below, (Table 9) is a breakdown of YMCA Gaza's local income according to source for the mapping period.

Table 9: Annual YMCA Gaza Local Funding (Years 2004-2006)

Annual Local Funding	Year 2004		Year 2005		Year 2006		Total (years 04,05,06)
	value (USD)	% (of year ext. funds)	value (USD)	% (of year ext. funds)	value (USD)	% (of year ext. funds)	USD
Kindergarten	47,079	53.44%	49,112	44.11%	32,909	39.14%	129,100
Hall & play grounds Rentals	13,050	14.81%	17,376	15.61%	16,977	20.19%	47,403
Hostel Rentals	15,973	18.13%	15,729	14.13%	22,402	26.65%	54,104
Gymnasium Hall income	4,911	5.57%	4,411	3.96%	2,733	3.25%	12,055
Membership fees	0	0 %	7,856	7.06%	0	0 %	7,856
Norad Funds/Y Global admin cost	0	0 %	4,399	3.95%	4,329	5.15%	8,728
Bank interest	293	0.33%	1,600	1.44%	3,085	3.67%	4,978
exchange rate gains	0	0 %	300	0.27%	350	0.42%	650
Canteen sales	800	0.91%	800	0.72%	818	0.97%	2,418
Tel income	349	0.40%	489	0.44%	311	0.37%	1,149
Social income	197	0.22%	262	0.24%	161	0.19%	620
other income	5447	6.18%	8998	8.08%	0	0.00%	14,445
TOTAL	88,099	100 %	111,332	100 %	84,075	100%	283,507

As per the annual YMCA Gaza disbursement over the mapping period, it has been noticed that the administrative cost (including staff salaries) and kindergarten running expenses (including kindergarten staff salaries) compromise the major portion of the Association disbursements over

the mapping period. This portion of the costs reached almost 69 % of the total disbursements of year 2005, while it has compromised almost 35% and 46% of the total disbursements in years 2005 and 2006 respectively.

Table 10: Annual YMCA Gaza Disbursements (Years 2004-2006)

Annual Disbursements	Year 2004		Year 2005		Year 2006	
	value (USD)	% (of year expenses)	value (USD)	% (of year expenses)	value (USD)	% (of year expenses)
Administrative expenses	42,949	28.80%	44,331	15.63%	61,013	24.70%
Kindergarten expenses	59,254	39.73%	55,998	19.75%	52,016	21.06%
Youth activities	28,218	18.92%	20,128	7.10%	21,438	8.68%
sports activities	2,702	1.81%	6,409	2.26%	7,042	2.85%
culture & education expenses	2,266	1.52%	267	0.09%	0	0%
Children voicing children's rights	0	0 %	57,090	20.13%	56,074	22.70%
Construction (Theater Day Product) ⁶	0	0 %	91,673	32.33%	38,876	15.74%
General expenses	7,340	4.92%	2,698	0.95%	6,354	2.57%
Gymnastic expresses	6,399	4.29%	4,986	1.76%	4,189	1.70%
TOTAL	149,128	100 %	283,580	100%	247,002	100%

As seen from the above, YMCA Gaza spends almost one quarter of its budget on administrative expenses, while the CVCR project constitutes 23% of the Association's total expenses.

Finally, when comparing the annual total income of YMCA Gaza with its annual disbursements over the mapping period, it has been noted that YMCA Gaza had some gains of amount of USD 13,119 in year 2004, and amount of 48,329 in year 2005, while year 2006 has witnessed a deficit of USD (17,846). Table 11 below presents the comparison between total revenues and disbursements over the mapping period.

Table 11: Comparison between YMCA Gaza annual revenues and disbursements- (2004-6)

Annual External Funding	Annual total funds (USD)	Annual Disbursements (USD)	Surplus (deficit)
Year 2004	162,247	149,128	13,119
Year 2005	331,909	283,580	48,329
Year 2006	229,156	247,002	(17,846)
TOTAL	723,312	679,710	53,602

⁶ Funded by German KFW through UNDP

CHAPTER 4 ASSESSMENT

4.1 Relevance

The Children Voicing Children's (CVCR) Rights project's objectives, activities and outputs are found to be relevant and consistent to policy priorities and strategic approaches of the national and international policies of children rights as well as to Palestinian children's needs. Moreover, project staff has reflected a clear understanding of these policies and children's rights.

The project objectives, activities, and outputs were assessed in relation to policy priorities and strategic approaches at the national and international policies of children rights level as well as the Palestinian children needs.

4.1.1 Policy priorities and strategic approaches level

The reviewed key official policy documents related to children's rights have strongly indicated that Palestinian Authority (PA) recognizes that children are the country's greatest asset. More specifically, this was demonstrated in the legislation of Palestinian Child Law of year 2004 as well as in the National Plans of Action for Palestinian Child covering the period from 1996 till 2010. All these public policy documents reflected that promoting and protecting children's rights stand high on PA's priority list in recognition that this age group – up to 18 years old- represents 53% of the total population, and the community youth between 10 and 24 years old constitute 32% of the total population⁷.

Moreover, these policy documents highlighted the importance of the non-formal education as well as the recreational activities as an effective tool of promoting and protecting Palestinian children rights, to enable them in having the opportunities for play, community participation, share their concerns, especially their needs and rights as well as in helping them becoming active actors in their communities.

As an evidence of these policy priorities, in 1995, and just one year following the establishment of the Palestinian Authority, late president Yaser Arafat, endorsed the establishment of a Steering Committee and Secretarial Office of the National Plan of Action for Palestinian Child (NPAPC) and announced April 5 as the Palestinian Child Day. Since 1996 till present, four strategic NPAPC have been developed. The first covered the period 1996-2000, the second covered the period 1999-2001 and third covered the period 2001-2003 and the forth is covering the period from 2004-2010. All three planning documents took into account the UN Convention of the Rights of the Child⁸, national priorities and laws, and adopted a rights based perspective that centered on the importance of improving legislation, policies, services, protection, research, monitoring and advocacy on children's rights as core goals.⁹

The National Plan's vision is centered around ensuring a decent life for Palestinian children, where they can enjoy physical health with living, environmental and psychological conditions that provide them with security and stability, enjoy their childhood and right to learning and recreation, be able to think and act creatively and take initiatives, be aware of humanitarian values and the sense of belonging nationally, regionally and internationally, be able to express themselves and participate in decision-making.

⁷ PCBS, 2001

⁸ Palestinian Authority is a signatory to the UN Convention on the Rights of the Child.

⁹ Palestinian Ministry of Planning, National Plan for Palestinian Child (2004-2010), 2004, Ramallah, Palestine

The Plan strives to ensure the principle of the Palestinian child's optimal interest; educating all social groups of their duties and obligations towards children's rights and needs and seeking to realize with them child protection and his/her right to access health services, education, social and recreational services; forming active national coordinating committees to support the formal and legal bodies, development bodies, psychological well being, child protection from violence, disability, landmines and unexploded ordnance, as well as creative activities and media programs; encouraging scientific studies and research and provision of statistics in order to develop policies and plans that respond to Palestinian children's rights.

Moreover, in 2004, the Palestinian Legislative Council (the Palestinian Parliament) has promulgated the Palestinian Child Law (Law No. 7 for year 2004), in which, article two has clearly emphasized the following aims of this Law:¹⁰

1. Prepare the Palestinian child for a free and responsible life in a united civil society based on the correlation between awareness of rights and duties and commitment dominated by the values of justice, equality, tolerance, and democracy.
2. Protecting the rights of children to survival, development and enjoy a free and secure life.
3. Promoting community awareness of children's rights as widely as possible using the appropriate means.
4. Involve children in the areas of community life according to age and maturity and capabilities inspired with qualities of a love of work and initiative, legitimate earning and the spirit of self-reliance.

In addition to the above, the current the National Plan of Action for Palestinian Child emphasized the importance of non-formal education , with its various domains such as culture, arts, sports, social, summer camps activities, as a tool to influence and shape a children's worldview, playing a role in providing for the psychosocial needs of children; giving children productive, age appropriate, and fun activities to fill their free time; and giving children opportunities to express themselves and develop analytical, social and life skills and talents.

Most of the interviewed animators and practitioners working with children in the five community centers involved in the project have confirmed the importance and effectiveness of the non formal education approaches of the project in influencing and shape children's positive thinking. They urged that the learning that takes place in the child community centers through this project as well as through other similar projects is in fact an equal if not a more important factor than formal education in determining who that child will grow up to be. Several interviewees added that given the consistent disruptions to formal education specifically, limited human and material resources of the Palestinian Authority and children's daily lives, generally in Palestine, due to the political situation, such kind of educational activities offers important opportunities to compensate for losses in the formal education sector, it helps children to cope with their changing realities and the chance to simply be kids.

4.1.2 Children's needs

Formatted: Bullets and Numbering

Palestinians under the age of 18 make up around 53% of the population. This major segment of the Palestinian population are facing serious challenges and deprived from many opportunities that denies them the full right to develop into responsible citizens with needed life skills that enable them to actively participate in building their own societies. A manager of one community centers interviewed said:

"By the time they are 13 years old, many Palestinians will have spent all of their school days in overcrowded and poorly equipped classrooms, studying in poverty-stricken homes or blocked by

¹⁰ Palestinian Child Law, No 4. year 2004.

checkpoints and violence from getting an education. In this impoverished educational environment many give up and drop out of school altogether to help shoulder the burdens of their family."

A second challenge faced by Palestinian children has been expressed by one of animators interviewed in Deir Ballah, he mentioned:

"Palestinian children are vulnerable in the midst of the current conflict. This is evident both in regard to the number of children killed and injured during the conflict, but also in regard to the psychological distress found among children. Children are becoming more vulnerable to aggression, rebellion, risk-taking behavior, helplessness, frustration and withdrawal."

A third challenge faced by the Palestinian children has been expressed by a large number of interviewed children is the traditional attitudes of the Palestinian public which still perceive children as minors and recipients rather than social actors and future builders. Adults are presumed to be authoritarian in their relationship with children by taking control of every aspect of their life. Children are supposed to be obedient and 'speak only when spoken to' and much less have opinions of their own, or that might contradict their parents' opinions. Moreover, the girl child is especially vulnerable to such traditional attitudes that just endorse the reproductive role for them.

An interviewed girl child in Al Majed Women Association in Nusseirat Camp, expressed such attitudes using her own words by saying:

" Always I hear the following answers from my parents: do not go out, do not play, do not watch television, do not talk on the phone, do not make noise ... to the end of the list... they only want me to do my school home work and to help my mother in kitchen, these are the most favourite things to them."

Such attitudes were confirmed several times during the fieldwork; many girls, particularly those living in the poor refugee camps like Jabaliya, Maghazi, Nusseirat and Deir El-Ballah in the ages from 12-13 years and above, had been prevented by their parents to continue joining the project activities. When the girls reached this age some parents would claim that they became grown-ups (reaching puberty) and according to social norms, it would be unacceptable for them to go to community centers and interact with boys in the same age.

Besides the effects of violence, impoverished educational environment, and negative traditional attitudes, many interviewed animators, children and parents expressed that Palestinian children are also faced with poor socializing, entertainment and sports opportunities, limited access to information, alongside reduced mobility and employment opportunities for their parents make life even more difficult for children and make their participation in society very limited.

Reasons for limited participation, as indicted by those who were interviewed, include the prevailing political situation, economic reasons, activity is not available and / or accessible, lack of free time and objection of parents.

Despite the current conflict and the continuous exposure of children to violence, a large number of interviewed children consider continuing their education as a priority concern and they also perceive their future filled with hope and aspirations.

This reflects the need to provide the children with opportunities to pursue their aspirations and be positive contributors to their communities.

Overall Assessment: Given the above mentioned mapping of the policy approaches priorities as well as the Palestinian children needs, including girl child, it can confidently be stated that the Children Voicing Children Rights project is consistent with these national policy priorities and with the needs of Palestinian children.

Although no formal needs assessment or feasibility studies have been conducted by YMCA Gaza related to the planned intervention, the project's objectives and approaches '*children are respected as equal members of society in Gaza through working in activities and participation of children in community awareness development projects is essential for children to fully play their role as civil society builders and actors*' are in line with such priorities and needs. It can be assumed the YMCA Gaza relied on its own knowledge and expertise accumulated from several years working with children in responding to the priorities of PA plans and international Children conventions on children's rights. This was confirmed by the executive secretary (director) of YMCA Gaza.

In addressing the needs and rights of Palestinian children, Children Voicing Children's Rights project has developed a well-designed approach that combines promoting children rights with an enabling environment for children to learn these rights and to voice them up through using various non-formal education techniques and domains. This can be confirmed by the fact that project components have focused on rights issues that are relevant to Palestinian children, in particular basic rights as of education, health, housing, safe environment as well as other rights as the right to participate, right to play and right to be heard. Such kind approach is considered new practice since it's the first time to follow such approach by the NGOs working with children in Gaza Strip.

The children rights advocacy campaigns component has focused on providing children with appropriate opportunities to voice their rights and their opinions on these rights by planning and implementing advocacy campaigns by participating and using various collective activities for learning and exchange and production of expressional and communication tools, as arts, theater, drawing, dancing and story telling, related to their issues. Also, these campaigns have served well in promoting community awareness of children's rights as been expressed by children themselves. Over the course of implementing these campaigns, children and animators at each community center suggest specific children rights that the involved kinds would like to campaign for. Following this internal consultation with each community center a coordination meeting takes place among all involved centers to decide on one or two rights that all centers will agree to campaign for. When reaching to agreement, each involved center starts to develop and implement a campaign action plan. Campaign activities usually include peaceful demonstrations/sit-in, exhibits of children expression works on the selected rights as well as conducting public theater and singing performances on the chosen children rights where local community and children's parents are invited to attend.

Also, it is worth noting that the project has succeeded in ensuring that there is an equitable representation of children by gender, age, and adequate geographical coverage by including children living in poverty, disability and other marginalized groups. The percentage of girl participants in the project activities almost reached 50% of the total participating children from age 9-13 years old. The positive quantitative participation of girls was also confirmed to be with active qualitative participation. This was verified by the evaluator's observation of girls' participation while attending three children group activities and through the five focus group discussions conducted with the children as well as through reviewing expressional and communication tools, as of drawings, wall papers, story writings, and songs and plays scripts produced by boys and girls. The evaluator was impressed with the level of girl participants who were very dominant during the activities and discussions.

Finally, all interviewed project staff, animators and children community centers managers have reflected clear understanding of Palestinian children rights as well as the various factors influencing these rights. It became evident that they have also served as change agents in some way. They worked hard to deliver project activities while making a concentered effort to improve children access to these rights. This was evident from various verified interventions made by them with some parents of participating children who at certain stages preferred not send their children

to attend the project activities under the claim that children needs to focus their efforts on school studies rather than project activities. In such cases, project staff and animators have opened constructive dialogue with those parents convincing them that their children participation in project activities will enhance their formal education achievements and will not limit it. As an outcome of such interventions, many parents changed their minds and sent back their children to attend the project activities.

4.2 Effectiveness

The Children Voicing Children's Right project is found to be progressing well in achieving the planned activities and realization of the project objectives. However, despite the progress and the achievements made so far, there seem to be a room for further attention from YMCA Gaza to meet some project internal and external factors that limited the ultimate achievement of the planned activities and objectives.

The MTR Consultant has mapped and assessed the project's annual activities in relation to its achievement and realizations of the project objectives. Also, the achieved activities have been assessed in relation its effectiveness in letting children voice their rights.

The project's activities are planned to be a day-time activities to be implemented within the work hours of staff in the centers and YMCA. The annual planned activities included the following components:

- **Animators training:** 18 animators are trained to organize learning and Voicing Children's Rights activities and have obtained a diploma as social workers.
- **Children's rights expressional activities at community centers:** 12 activities are organized monthly at each of the six community centers and attended by a total of 300 children annually.
- **Collective children meetings in YMCA Gaza:** two monthly meetings are organized at YMCA Gaza for all involved children from the six community centers.
- **Voicing children's rights campaigns:** two campaigns annually organized with participation of all targeted children at the six community centers.

The review's findings indicate that the project succeeded in implementing most of the planned activities; however there were some variances between the targeted number of implemented activities and participants compared with the achieved ones.

From reviewing the implemented activities at partner community centers as well as the feedback received from managers and staff of these centers, the review found strong evident that YMCA Gaza has managed to build effective partnership with five community centers located in five marginalized refugee camps in the Gaza Strip. These centers include Al Assria Cultural Center in Jabalia refugee camp, Maimas Center in Beach camp, Al-Majed Womens Association in Nusseirat refugee camp, Al Maghazi Cultural Center in Maghazi refugee camp and Society for Social & Cultural Development in Deir Ballah refugee camp. However, one of these centers, Maimas Center, was closed down by mid 2006; reasons behind the close down will be discussed later on in this section, resulting in dropping down the number of partner community centers to be four ones only.

4.2.1 Animators training

The MTR has found that most of project's expenses were channeled to this project's component of animators training. In year 2005, 32% (equivalent to USD 19,462) of the project expenses were charged to this component. In year 2006 the percentage has raised to reach 36% (USD 20,531).

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About 23% of these amounts has covered the training fees (provided by Kanaan Institute) while the rest were allocated for paying pocket money for the enrolled trainees.

Based upon the findings of the conducted interviews with YMCA Gaza staff, animators, Kanaan Institute' staff (Socio-educational animators' professional long term training) staff, it has been found that only 13 animators, out of 18 originally planned to obtain the diploma as professional Socio-educational animators, have managed to continue the training plan as set by Kanaan Institute and YMCA Gaza. This assembles a 28% drop-out rate among the participants. Out of the 13 animators who completed the training there were 5 female animators, representing 39% of the total animators who managed to complete the diploma training plan. The following (Table12) presents the distribution of the 13 animators at the YMCA Gaza partner community centers.

Table 12: Distribution of animators at community Centers.

	Community Center	Year 2005 & 2006		Year 2005 & 2006	
		# of animators		animators	
		planned	Actual	Male	Female
1	YMCA Gaza	3	3	3	0
2	Al Assria Cultural Center	3	2	1	1
3	Maimas	3	2	1	1
4	Al-Majed Women's Association	3	2	1	1
5	Al Maghazi Cultural Center	3	1	0	1
6	Society for Social & Cultural Development	3	3	2	1
	Total	18	13	8	5

At the time of conducting the field work of this review, the 13 animators have completed all theoretical and practical components of diplomas' training courses. Also, every animator has prepared and submitted final research paper to Kanaan Institute as requirement to get the diploma. All the 13 animators are currently waiting to debate their submitted research papers. They will be eligible to obtain the diploma only after they successful pass the research papers debate. According to the feedback obtained from the Kanaan Institute diploma's Chief trainer and YMCA Gaza General Secretary, it is expected to have this done by the coming month.

For those who dropped out from the diploma training, the main reasons were found either related to family reasons or due to seeking more stable job opportunities within Palestinian Authority institutions. For example, one of the female animators at Al-Majed Women's Association got married during the course of training and her husband prevented her from completing the training. The other four trainees from Al Assria Cultural Center and Al Maghazi Cultural Center have enrolled in a training course organized by the Palestinian National Security Forces that entitle them to be soldiers with the security forces upon the completion of the training.

At a certain stage, the dropout of 5 animators have affected the implementation of children activities at the community centers on Al Assria Cultural Center, Al Maghazi Cultural Center and Al-Majed Women's Association given the fact that the animators are implementing these activities in parallel to the training they received in the diploma. The management of these centers has overcome this situation by recruiting previously trained animators by Kanaan Institute from past years to substitute the dropped out animators.

With regards to the training contents received by the animators, all interviewed animators have expressed their satisfaction from the quality of training offered by Kanaan Institute. The interviewed animators reported that the training delivered by Kanaan Institute covered theoretical,

technical and practical topics that are directly related to working with children. At the theoretical level, animators were enabled, among other topics, to understand the socio-educational status in the Palestinian society, Palestinian children situation, children development characteristics and needs, educational theories and strategies. At the technical level, among other skills development, animators were enabled to acquire and develop professional competencies in planning, organizing and leading with children socio-educational learning and communication activities for children rights voicing as well as to developing their technical skills to animate read and write, manual and graphical, audiovisual and drama learning and communication activities. Finally, at the practical level, the training program is designed and implemented according to the rollover strategy between training and infield practices. This has insured complementarily between training acquiresments and fields actions development.

The MTR consultant's review of the training curriculum and materials confirms the above received feedback from animators. In addition, it is worth noting that the undertaken socio-educational animators' professional long term training program is a three years' program covering 432 collective training hours. A more detailed assessment of the provided training to targeted animators will be presented under **Section 4.3** related to efficiency.

4.2.2 Children's rights expressional activities at community centers

All data collected during the field work of this review has confirmed that most planned sessions of children expressional activities have been implemented according to the agreed upon plan with YMCA Gaza. This has been realized from data collected from community centers managers, animators, YMCA Gaza General Secretary and Project Coordinator. Also, the MTR consultant has made additional cross checking of these data by reviewing the children's attendance sheets for years 2005-2007, community centers monthly activities reports, as well as animators' diploma training attendance sheets.

However, it is worth reporting that there was one major deviation regarding implementing the planned children's rights activities at one of YMCA Gaza partner community center, Maimas Center (located in Shati Refugee Camp, adjacent to Gaza City). By mid year 2006, Maimas Center has been forced to close down due to the results of operations review of Enfants Réfugiés du Monde (ERM), the founder and main sponsor of Maimas Center. As a result of this review, ERM has decided to freeze all its activities and operations in the region, including Palestine. Given the fact that Maimas Center did not manage to find alternative sources of funding or alternative sponsor, the center was shut down. Accordingly, Maimas Center did not manage to continue implement Children Voicing Children's Rights project activities at the center's premises. Given this emerging situation, a through consultation took place between Maimas staff members and YMCA Gaza, as a result it has been decided to host the project's activities at YMCA Gaza premises. YMCA Gaza assigned one hall for Maimas team and the children involved in the project to conduct the projects planned activities at YMCA Gaza. This change, has reported to greatly affected the number of children, mainly residents of Beach Refugee Camp, who attended the Children Voicing Children's Rights project activities implemented by Maimas Center animators at YMCA Gaza premises.

The collected and verified data confirmed that 488 expressional activities sessions have been implemented over year 2005, while the number of implemented sessions in year 2006 has reached 643 sessions and 385 sessions implemented till August, 2007. Compared with the planned target number of sessions, the review can confirm that YMCA Gaza and its partner community centers have met the target number of sessions, even more in some cases the number of sessions went beyond the target. The following (Table 13) compares planned and actual implemented activities during the project period.

Table 13: Number of sessions implemented each Center (2005-2007)

Community Center	Year 2005		Year 2006		Year 2007(till June)	
	# of sessions		# of sessions		# of sessions	
	planned	Actual	planned	Actual	planned	Actual
1 YMCA Gaza	63	95	108	107	108	72
2 Al Assria Cultural Center	63	64	108	101	108	70
3 Maimas	63	72	108	94	108	42
4 Al-Majed Women's Association	63	88	108	117	108	78
5 Al Maghazi Cultural Center	63	79	108	107	108	55
6 Society for Social & Cultural Development	63	90	108	117	108	68
Total	378	488	648	643	648	385

In addition, the verified collected data indicates that an average of 287 children have regularly attended the implemented activities at community centers annually. This figure reads well when compared with the target planned number of children. It is worth recording that some additional children have attended the implemented activities but not in regular bases. For example several cases have been reported when some children may just attended the project's activities once or twice in specific month and did not maintain regular attendance of the rest of implemented activities at the community centers. These children cases were not counted as regular attendees of the project's activities. The below (Table 14) illustrates the number of children who regularly attended the project activities compared with planned number of children over the mapping period per each community center.

Table 14: Number of children regularly attended project activities per center (2005-2007)

Community Center	Year 2005		Year 2006		Year 2007(till June)	
	# of children		# of children		# of children	
	planned	Actual	planned	Actual	planned	Actual
1 YMCA Gaza	100	75	100	75	100	77
2 Al Assria Cultural Center	40	45	40	45	40	45
3 Maimas	40	25	40	22	40	15
4 Al-Majed Women's Association	40	40	40	40	40	40
5 Al Maghazi Cultural Center	40	46	40	45	40	51
6 Society for Social & Cultural Development	40	47	40	65	40	55
Total	300	278	300	292	300	283

The information generated from children who took part in six focus groups meeting conducted during the field work as well as from consultant observations during attending three children project related activities, there are strong evident that girls have participated in the project activities in equal footing with boys both quantitatively and qualitatively. These findings have been verified by reviewing the children participation records at each community center, where girls' participation percentage has reached almost 50% of the total participating children. (Table 15) below provides gender distribution of the participating children per each community center over the mapping period.

Community Center	Year 2005	Year 2006	Year 2007(till June)
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		# of children		# of children		# of children	
		Boys	Girls	Boys	Girls	Boys	Girls
1	YMCA Gaza	49	26	49	26	44	33
2	Al Assria Cultural Center	16	29	16	29	16	29
3	Maimas	17	8	13	9	8	7
4	Al-Majed Women's Association	19	21	19	21	19	21
5	Al Maghazi Cultural Center	29	17	21	24	32	19
6	Society for Social & Cultural Development	23	24	21	44	24	31
	Total	153	125	139	153	143	140

Table 15: Gender distribution of the participating children per each community center

According to the table above, the number of girls participating in the activities has increased from 125 in the first year, to 153 in the second year. The MTR found no evidence that the recorded increase in girls' participation in the project was a result of special efforts at recruiting girls for the project by community centers.

4.2.3 Collective children meetings in YMCA Gaza

The Review findings indicates that the total number children collective meetings organized for all participating children from the six community centers at YMCA Gaza fall far away from planned target number of the meetings. In year 2005 only 6 meetings were organized out of 24 planned meetings. The case was almost similar for year 2006 where only 10 collective meetings were organized out 24 planned meetings. In year 2007 only 7 collective meetings have been implemented so far. (Table 16) below provide comparison between the planned and actually implemented collective meetings over the mapping period.

The data generated during the implemented focus group meetings with children suggest that there was clear dissatisfaction among children from the limited number of collective meetings organized. The children has expressed great interest in joining these meetings since it assembles golden opportunities for them to travel to Gaza City and enjoy meeting their peers from different locations in different settings they experiencing in their daily life at the refugee camps where they live. Based on the feedback received from project coordinator as well as from YMCA Gaza General secretary, the limited number of the implemented collective meetings was mainly due to the very bad prevailing internal security situation that made the project management not to implement or to cancel many of these in order not to put the safety of project's children at risk. This received feedback was not convincing enough to MTR consultant given the fact that the security situation reached its worse in year 2007 while YMCA Gaza was able to conduct more of these activities than in 2005. Moreover, over years 2005-06 there were calm periods that would enable implementing such activities without being afraid to risk children's lives. The MTR would suggest that lack of planning efforts from YMCA Gaza stands behind such limited number of collective meetings organized.

Table 16: Comparison between the planned and actually implemented collective meetings (2005-2007)

Community Center	Year 2005		Year 2006		Year 2007(till June)	
	# of collective meetings		# of collective meetings		# of collective meetings	
	planned	actual	planned	actual	planned	actual
1 YMCA Gaza	24	6	24	10	24	7
2 Al Assria Cultural Center						
3 Maimas						
4 Al-Majed Women's Association						
5 Al Maghazi Cultural Center						
6 Society for Social & Cultural Development						

4.2.4 Voicing children's rights campaigns

The information generated during interviewing project's animators, community centers managers and YMCA Gaza project staff have indicated that the children's rights campaigns have been satisfactory implemented. These findings have been verified by the MTR consultant during the conducted focus groups with children as well as from reviewing all written reports, photos taken and communicational tools produced by the children during the course of implementing these campaigns. In year 2005 two voicing children rights were implemented with participation of 1343 children from all partner centers. In year 2006 three campaigns were organized with a total participation of 2540 children. For year 2007, one campaign has been implemented so far, and currently preparations for conducting a second one are underway.

The main themes of implemented voicing children's rights campaigns were focused on specific children rights related to children's right to express their opinion, the right of freedom of movement, the right to participate and protection, the right to play, the right to have good health as well as the right to live in a clean environment. Over the course of implementing these campaigns, it was found that the participating children have been engaged in conducting various collections of expressional activities that geared towards highlighting the children's rights under concern and sending messages to the community and decision makers calling for the need of fulfilling these children rights. Among the conducted expressional activities during these campaigns were theater shows, wall papers, exhibition of children work, festivals, cartoon building as well as peaceful demonstrations.

Overall assessment: Given the above mentioned mapping of the progress made so far in implementing the planned project activities, the project can be considered progressing well towards achieving the planned outputs. However, YMCA Gaza needs to pay more attention in dealing with some shortfalls that limited the ultimate achievement of some planned activities and objectives. More specifically, 1) the issues related to the drop out of some animators, 2) Maimas Center shutdown as well as the limited number of children collective meetings conducted.

Although some of these shortfalls were due to some external factors beyond the total control of the project management as the case of Maimas Center shutdown as well as the bad prevailing security situation that prevented implementing the planned children collective meetings, but other shortcomings related to animators drop-out can be controllable by practicing more contingency planning by the project management to ensure the targeted number of trained animators has been met.

It was evident that YMCA Gaza has made efforts to eliminate these shortfalls either by hosting Maimas activities in at YMCA Gaza, hiring already trained animators to substitute the dropped outs, but such efforts can be considered just as rescue efforts appropriate for short term activity implementation and can not serve as the long term project strategy to accumulative achievement of a five-years project intended objectives.

With regards to voicing children's rights campaigns component, the review found that although Children have been given the opportunity through these campaigns to reach out to their communities for awareness raising about children rights, the implemented campaigns were much awareness-raising oriented campaigns rather than policy change advocacy campaign. Most of the reviewed campaigns contents of the campaigns indicated that the purpose of these campaigns was aiming at raising the parents and community awareness about children rights. No evidence was found that the implemented campaigns were structured toward pressuring the policy making level and decision makers to introduce positive public policy change and practice with regards to expressed children rights.

When assessing the effectiveness of the project's implemented activities at increasing children voicing their rights, the overall findings of the review indicate that the project was effective in this regard. Although no pre-assessment was conducted on involved children to test their ability in voicing their rights, so to serve as a baseline for measuring the project's effectiveness increasing these abilities among children, the Review has found good evidences that indicate children's ability to voice their rights has reached to a satisfactory level.

From the interviews and observations of children's performance in focus group discussions, it is clear that the project have worked positively on developing children's skills in voicing their rights. The MTR consultant was greatly impressed by the children's ability in expressing their needs and in linking these needs with children rights knowledge they acquired through their participation in the project activities. Also other skills were visible among the interviewed children as self-esteem, confidence and ability and the courage to express their opinion. Given the fact that no pre assessment has been done for measuring to what extend the involved children posses such skills before their enrollment in the project, it is difficult for the MTR to confirm that such improved skills are a direct result of project's intervention with children.

Additionally, from observing the children implementing their activities, review their developed expressional tools, the consultant noticed creative ideas and tools utilization in expressing children rights.

Several consultations with parents served to support the findings that the project had contributed to development children's abilities in voicing their rights.

The parents who were interviewed were enthusiastic about their children's participation in the project activities. They indicated that they started to feel a big change in their children's way of behaving at home. They added that children have become more organized, listen well to others and increased ability and courage to express their opinions. Also, consulted parents affirmed a change in their children's interests while spending their spare time at home, for example instead of watching TV , they usually replicate the activities they implemented in the project with their sisters and brothers at home.

From the feedback received from interviewed project stakeholders, the Review has identified the following major factors that have influenced the achievement project objectives:

- Children's eagerness to participate in the project activities given the fact the available opportunities for them to access such kind of activities are very limited.

- The location of community centres at very poor, crowded and marginalized refugees' camps that lacks recreational and educational facilities helped in attracting children to take part in the project activities.
- Choosing children's rights as a main theme combined with recreational and educational activities is considered as a new approach that was not followed before by other NGOs working with children.
- Combining the theoretical and practical components in animators training helped a lot in realization of the expressional activities implemented with targeted children.
- Providing the opportunity for animators to get trained as specialized organizers of children activities and to obtain a diploma in this field have increased their commitment to the project.
- The resources made available to community centres as of needed stationary and arts materials have helped these centres to provide appropriate children activities.
- The special attention that has been made to the recreational components of the project has motivated children participation in the project activities.

However, the Review has identified the following limitation factors that challenged the project objectives achievement:

- The difficult prevailing political and security situation in Gaza Strip has caused some insecure environment for children together. This has prevented YMCA Gaza and partner community centers from implementing some planned activities on time.
- Closure of Maimas Center has prevented large group of children resident of the marginalized Beach refugee camp to fully benefit from the activities.
- Many parents of participating children have given more preferences to the academic performance of their children than participating in project activities. This has caused some project drop outs among children or irregular attendance of implemented children expressional activities.
- The school system in most of Gaza Strip schools is double shift, morning shift and after noon shift. This could not allow all children to regularly attend the project activities given the fact that all of these activities are organized in morning time.
 - Voicing children's campaign's were mostly centered around raising parents and community the awareness about children rights without paying enough attention to advocate for implementing the new law of child as well as achieve progress in implementing the National Action Plan for Palestinian Child.
- The drop out of some animators and substitute them with others has caused some delay in implementing planned project activities as well as caused some breakage in the built relationship between the animators and involved children.
- Limited number of feedback meetings with parents and children educators about children performance caused the project to miss the opportunities for adjusting the project activities based on real needs of the children.

- Some interviewed animators pointed that that the duration of the undertaken socio-educational animators' training program is considered too long (it is a three years program with 432 collective training hours). This caused a lot of repetition in some topics and tools used.

4.3 Efficiency

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The analysis of project's budget conducted by the MTR based upon the projects audited accounts for years 2005-2006 as well as the checked accountancy documents of the project found that the actual total project's costs for years 2005-2006 has been NOK 799,856¹¹. (Table17) below illustrates these costs distribution over years 2005-06 and its equivalent USD value:

Table 17: Project actual cost distribution over 2005-06

Year	Project actual cost	
	NOK	USD
2005	415,132	61,091
2006	384,724	56,616
Total	799,856	117,707

The analysis found also that the bulk majority of the project cost has been spent on the project's staff and animators salary and benefits as well as the administrative and capacity building (mainly equipment and furniture) cost. In year 2005 these costs assembled 63% of the total cost of the project, while it reached 52% of the total cost for year 2006. This is by all means a very high cost compared with the level, type and quantity of project's operations.

Moreover, out of the project total cost for year 2005, only 19% was directly challenged towards project activities related to working with children. These costs mainly covered animators' training fees, children activities and community centers and YMCA including children's rights campaigns. The following (Table 18) provides detailed actual budget allocations for project activities over years 2005-06.

Table 18 : Budget allocations for project activities, 2005-2006. Figures in USD (% of the budget)

Year	Animators training (fees+pocket money)	Children activities	Children rights Campaigns	Salaries	capacity building and admin	Costs found not related to project activities	Unspent funds	Total
2005	19,462 (32%)	2,436 (4%)	4,620 (8%)	7156 (12%)	16,546 (27%)	6,870 (11%)	4,001 (7%)	61,091 (100%)
2006	20,531 (36%)	3,637 (6%)	5,200 (9%)	8,210 (15%)	10,987 (19%)	7,500 (13%)	543 (1%)	56,616 (100%)

As seen from above, the 11% of the expenses charged to the project for year 2005 were not found to be related to the direct activities of the project. For year 2006, this percentage was raised to 13% of the project actual cost (more on this below 4.3.2).

According to the above, YMCA Gaza was unable to spend 7% and 1% of the contracted budget for year 2005 and 2006 respectively. Project accounts indicate that such unspent money was carried forward per each next year project budget. These carried forward amounts have been mentioned clearly in the project audit reports for year 2005-06 submitted to Y Global and considered as a part of allocated budget per each next year.

¹¹ Based upon the exchange rate used in the project agreement, 1 USD = NOK 6.7953

4.3.1 Cost-efficient activities level:

The MTR found these activities to include animators training, children expressional activities at community centers and voicing children rights campaigns.

Animator training: This activity was a specific objective in the project and many of the interviewed trained animators highly valued the socio-educational animators' professional long term training they were exposed to at Kanaan Institute and felt greater professionalism and competence in performing their duties related to working with children to help them voicing their rights.

The above mentioned findings have been confirmed from MTR consultant interview with Kanaan Institute chief trainer as well as from consultant's review and analysis of the syllabus and training content of socio-educational animators' professional long term training developed by Kanaan Institute.

However, beside the above mentioned findings, some interviewed animators considered that the provided training program was too long compared with the type and level of project's activities with targeted children. According to those animators, the type and level of children activities within the frame of the project do not necessary need such very long capacity building program of 432 collective training hours over three years duration. They added, in case the objective is just to implement the planned voicing children's rights activities, a short-term training is enough. But in case the objective is to build the capacity of the involved animators for long term investment in partner community centers human resources, the current training program could serve this objective very well.

The cost-efficiency analysis made by the MTR for the animators' training activity has found it to some extent cost efficient; however YMCA Gaza could make additional efforts to make it even more cost efficient. An average training fee per trainee provided training hour of the program is around USD 30. When cross-checked with similar training delivery market value, the charged fees were found reasonable and in line with current market value in Gaza Strip. Also the analysis found that the average training fees for completed training for each animator is around USD 1000, given the fact that only 13 animators left enrolled in the training. This rate could be reduced to be around USD 700 per each animator in case there were drop-outs among the animators and the number of animators was maintained to 18 animators.

Children activities and voicing children's rights campaigns: The collected data from the focus groups with children, attended children's activities as well as from reviewing the content of the implemented action plans of children activities at community centers, the MTR can confirm that the implemented activities was appropriate and timely implemented. The only deviation recorded was the frequency of implementing the collective children meetings at YMCA Gaza. As discussed under 4.2.3, these activities were not timely implemented.

The review of the content of children's activities indicates that children have been provided with a complete set of activities that are targeted to enhance their skills and abilities for voicing their rights. That included well-structured experiences and effective expressional activities using various children-attractive animation techniques as of drawing, theater, songs, poet, story telling, wall papers, role play, as well as publishing newsletters. The interviewed children confirmed their satisfaction with these activities and tools. Also, they confirmed that they were always consulted about their interest on which rights they would like to work on and on which tools that they would prefer to use in expressing these rights. This shows that the project has adopted a participatory approach when designing the program,

When assessing the cost efficiency of these activities, the MTR found that while maintaining the quality, the direct cost (excluding animators' benefits and admin cost) of these implemented activities was reasonable, the average annual cost per child found to be USD 27. This is, by all means, a low cost taking in consideration the proven quality of the implemented activities.

4.3.2 Non Cost-efficient activities level

As indicated earlier, the MTR found that portions of the project received funds and project human resources have been allocated to cover other YMCA Gaza activities that are not directly related to project's activities. More specifically, this includes the costs associated with the budget item assigned for community centers utilization as well as the project's coordinator time and efforts sole utilization to the project.

Community centers utilization: According to signed 2005-06 budget between Y Global and YMCA Gaza, the amount of USD 6,870 and USD 7500 were allocated in year 2005 and year 2006 respectively for a budget item titled 'community centers utilization'. When reviewing the payment vouchers and financial supporting documents of this budget item, it has been found that the allocated funds for this item have been spent according to the following:

- 2005- charges to budget line 'community centers utilization'¹²

- Summer days camps : NIS 6750
- Youth activities : NIS 20,250
- Sports and indoor games : NIS 2250
- Admin/ electricity : NIS 1125
- Admin / telephone : NIS 540

Total: 30,915 (equals around USD 6,870)

- 2006 charges to budget line 'community centers utilization' :

- Hospitality: NIS 3600
- Admin/electricity: NIS 2250
- Kindergarten fuel: NIS 4500
- Kindergarten : repair and maintenance : NIS 2250
- Admin/ tel: NIS 900
- Project coordinator: NIS 4500 (travel cost)
- Animators/activity facilitators : NIS 13,500 (non project's facilitators)

Total: NIS 31500 (equals around USD 7500)

As seen above, the listed expenditures are not project related activities. It should be kept in mind that YMCA Gaza receives overhead expenses equals 8% of the annual project budget.

When comparing to how the allocated funds was supposed to have been spent, the MTR findings indicate that the signed budget with YMCA Gaza did not include a specific budget break-down for this item.

YMCA's accountant, who handles the project's accounts, could not locate any donor approvals for using the allocated funds in such manner or approval for reallocating between the budget items.

¹² 1 USD= 4.3 NIS (New Israeli Shekil)

In the original YMCA Gaza project proposal submitted to Y Global in 2004¹³ the budget line ‘community centres utilization’ was meant to cover monthly subsidies to the partner community centres of around USD 100 each. This amount was supposed to assist the centres in covering part of their running costs related to rent, facilities and other charges. However, YMCA could not document that any of community centres have received any of these funds under this budget item.

YMCA’s accountant explained this budget deviation as “the charges have been made in this manner in lieu of the cost of using YMCA premises for conducting collective children’s activities”.

The MTR considers the above mentioned finding as a breach of the obligations towards Y Global that must be addressed by YMCA Gaza. Reallocating funds from one budget item to other budget items outside the project’s activities without prior approval of Y Global is not permissible, and not transparent and accountable.

Furthermore, the partner community centres suffer from a bad financial situation and lack of resources, and are thus in dire need for the planned support to them. This has been confirmed by many of these centres, particularly to mention the case of Society for Social & Cultural Development in Deir Ballah, where the center’s management was found practicing 50% deduction from the pocket money received by the project animators (who already receives a very limited monthly pocket money of USD 70 from the project) in order for this center to be able to cover its running costs.

Project’s human resources time use: Given the fact that the project coordinator is the only full time staff member of the project and his post is the only post charged to the project, it is expected that the project coordinator to devote all of his time to project implementation, follow-up activities, project reporting requirement etc. The MTR findings indicate that the project coordinator is much engaged with other tasks and duties within YMCA Gaza that are not related to the project’s activities. Example of such engagements for example, the MTR observed the project’s coordinator was the key manager and leader of a two months summer camp activities at YMCA that has been funded by other donors as of UNRWA.

4.3.3 Project Financial Management

The information generated from reviewing YMCA Gaza financial management procedures and routines utilized for managing the project’s funds, indicate that simplified and traditional financial management routines are followed. Several weaknesses were identified; YMCA Gaza does not have a financial manager or a full time accounting staff. All accounting tasks are performed by a part-time accountant using a simple computerized accounting system. All YMCA Gaza funds, including Y Global fund, are kept in general bank account. The project’s fund is not deposited in a separate bank account; it is only registered in a separate account in YMCA Gaza’s own computerized system. All accounting supported documents of the project are kept in separate hardcopy files. The MTR consultant was given full access to all expense vouchers charged to the Y Global/Norad account for years 2005-6 (not 2007?).

YMCA Gaza does not have any written administrative and financial control routines (operational manuals). The financial routines followed are based upon the accumulated previous experiences and general practices. The key and central person in approving any financial procedure is the executive secretary of the YMCA Gaza. No written terms and conditions for the staff working in the YMCA Gaza were found, neither were any employment contracts or written job description for the staff member who was working on the CVCR-project.

¹³ Proposal from YMCA Gaza submitted to Y Global dated 15.09.2004

Most of financial transactions, including YMCA Gaza's staff salaries, are conducted on cash reimbursement basis, not by direct bank transfers or bank checks made to vendors and employees. This means that a bank check is issued for the name of the Executive Secretary of YMCA Gaza usually with amount of 10,000 NIS, equals around USD 2500. According to YMCA Gaza internal practices, any issued check requires two signatures; one of them is the Executive Secretary and the second is YMCA Gaza treasurer. In his turn the Executive Secretary makes the due disbursements in lieu of invoices received from vendors and list of salaries signed by the employees.

When the external auditors of the project were consulted about their assessment regarding the YMCA Gaza project accounts, financial transactions and internal control routines, they indicated that although cash reimbursement is acceptable from accountancy point of view, it still to be unfavorable since always dealing with direct cash transfers open the doors for the possibility of losing or un-proper handling the funds as well as lack of monitoring and internal control routines. When asked about the undertaken audit process for the project's accounts, the auditors indicate that their agreed upon mandate with YMCA Gaza includes only conducting an audit to 'the budget figures' of the project and not YMCA compliance with the signed project agreement with Y Global. Accordingly, 'Letter to Management' was not issued for YMCA Gaza.

When assessing the cost-efficiency of YMCA Gaza methods for procurement or other purchases related to the project, the MTR consultant found that no procurement procedures were followed, nor documented, neither price comparison nor bidding process. In verifying this finding, MTR asked to review the financial supporting documents for purchasing stationary and arts materials for the partner community centers of a value around USD 2000, which represent one of main purchases within the frame of the project, the consultant found no documents showing that proper procurement procedures were followed. The only document found is only one vendor invoice of the requested amount as well as a payment voucher that has been made to the vendor.

4.3.4 Project Management.

When assessing the project management as a whole, YMCA Gaza team appears to have very good technical competencies and skills to provide children-friendly programs and activities. Moreover, project coordinator and community centers staff and animators seem to have a good understanding of the concept of children rights. All interviewed community centers staff confirmed that the working relationship between their centers and YMCA Gaza within the frame of this project is very effective. They described the relationship to be founded on mutual understanding, good cooperation and information exchange.

Although the project have a full time assigned project coordinator, it seems that less efforts are made to pay frequent field monitoring visits to the project activities at community centers by the project management. It has been found that most of project's follow up activities were done by the project coordinator through phone calls to the community centers, and by reviewing submitted narrative progress reports, not by direct field visits. Regardless of this, the project coordinator seems to have full overview of the project activities and the progress that has been made so far at the various project's activities components.

YMCA Gaza ensures that all narrative reporting is well and timely received from partner community centers. Thus, all project-related information is supposed to be available with the project management. The information should be kept in electronic and hard copies with the project coordinator. But it was found that the project lacks proper archive and information analysis systems that enable easy access and search the available information about project activities as well as generate accurate reports about participating children, children activities at community centers and children's rights campaigns. This difficulty has been witnessed by the MTR consultant while trying to get accurate data about the project activities participants. These difficulties have been overcome

by making a very thorough cross-checking of the obtained information from other sources as from the community centers.

4.4

Impact

Given the fact that the project 'Children Voicing Children Rights' has been running for two years, and is in mid-way of achieving its goals, it is difficult at this stage of project implementation to generate accurate and thorough assessment of the project's impact. However, at this stage, MTR has managed to pinpoint the following primary indications that the project has contributed to produce some positive changes levels of trained animators, targeted children and involved community centers.

- **Animators level:** All the interviewed animators stressed that the 'Socio-educational animators' training program has significantly improved their knowledge and skills in planning, organizing and leading with children socio-educational learning and communication activities for children rights voicing.
- **Children level:** The project had a positive impact in improving children's confidence and ability for voicing their own issues, needs and concerns.(please refer to overall assessment section under 4.2)
- **Community centers level:** the project has positively impacted these centers in building the capacity of centers' human resources in working with children as well as in integrating children rights in their programs. Moreover, the MTR found some cases among the involved community centers indicate that the project impacted these centers in integrating children rights in their programs. One case that illustrates such tendency was found at Al Maghazi Cultural Center. The center was inspired by this project and took the initiative to establish a new program called 'Ghasan Kanafi Children Model Parliament'. Within the context of this new initiatives children get organized in a model parliament , elect their representatives, chose local issues with public interest, then start to advocate for these issues before the mayor of Al Maghazi camp and Palestinian legislative council members. Other cases were found in other community centers when they adjusted their annually implemented summer camps to be oriented around children rights where the same approaches of the project have been followed in implementing the summer camps activities.
- **Public policy level:** As indicated earlier, the MTR failed to ascertain any impact that children's voicing children rights campaigns had influenced and/or changed government policies and practices regarding Palestinian children needs and priorities. Despite this the implemented activities were able to contribute to raising awareness of families, parents and community with regards to children rights.

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4.5

Sustainability

Sustainable outputs under the Children Voicing Children's Rights project include those proportions of the project activities concerned with investment in people. The trained animators' component is considered a sustainable output that will continue over time regardless whether those training animators continue to work with the project, or moved to work in other places following the end. They will continue to contribute towards creating positive change in the children lives who they will be working with.

Another sustainable component is the effect and impact produced in children over the course of their participation in the children activities. The change made with regards to skills, attitudes and knowledge of the involved children will grow with these children and impact them as positive and active contributors to their societies. The fact that some children were found to be replicating project activities at home with their sisters and brothers, is a good indicator of the sustainability of the concept and ideas behind the project.

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In addition to the above, the tendency of some community centers towards integrating children rights in their programs as well as towards initiating children rights-based new programs indicates a sustainability factor that will contribute towards the achievement of sustainability of the project.

With regards to financial sustainability, the MTR findings suggest that the bulk majority of the project activities are not financially sustainable and will depend on external funding for being implemented. All interviewed community centers as well as YMCA Gaza indicated that it will be difficult for them to sustain the same level of activities in case external funds were withdrawn. The justifications that have been given for supporting this assessment include the limited external funds resources available to YMCA Gaza, the very limited local resources due to severe poverty levels in Gaza Strip as well as it totally impossible to collect user fees from the animators and children as cost-recovery policy. However, many of the interviewed believe that in case the external funding of the project was terminated, they will only be able to implement a limited number of children activities at the centers on ad-hoc basis using the very limited available individual donations. With regards the project's ability to continue implementing the training program, all received feedback agreed that will not be possible without the availability of external funding.

4.6

Y Global and YMCA Gaza partnership

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The MTR findings indicate that there are good levels of understanding, cooperation and communication between YMCA Gaza and Y Global. The feedback received from YMCA Gaza suggests that YMCA Gaza perceives Y Global as a good supporter for their work. In addition to current project support, both parties have proven other areas of good cooperation, particularly to mention in the area of youth exchange programs where several youth exchange visits have been organized in cooperation with the two parties. Both Y Global and YMCA Gaza showed interest in continuing such youth exchange programs when travel restrictions on Gaza people get lifted since both parties believe in the importance of these events in creating meeting points for young people where they share and learn from each other.

During the interviews conducted with YMCA Gaza staff, they reflected good level of understanding the requirements and criteria for Norad frame funding projects. However, being not able to join the annual Y Global partner meetings and other Advisory Council meetings organized by Y Global due to travel difficulties, YMCA Gaza staff may not updated about the most recent priorities of the Norwegian development funding, given the fact that such meetings organized by Y Global are utilized to update partners on Norad's priorities and requirements. This suggests additional efforts from Y Global to try make sure that all information given to other partners in partners meetings also are given to YMCA Gaza.

When assessing the mechanisms for monitoring the implementation of this project by Y Global, MTR found that such mechanisms are limited to handling written narrative and financial reporting as of annual, semi annual reports, and financial reports. Both organizations confirmed that they are in frequent touch over phone and e-mail particularly during project annual planning and reporting phases. Given the difficult prevailing security situation in Gaza that prevented many international visitors to enter Gaza, Y Global staff was not able to conduct frequent field visits to project activities. According to the feedback received from Y Global, project visits are normally planned one-two times a year. the two planned visits in October, 2006 and in May 2007, both were cancelled due to security reasons related to accessing Gaza.

Finally, the MTR findings indicate that other challenges in the cooperation between Y Global and YMCA Gaza are the difficulties faced by YMCA Gaza in keeping deadlines for reports and plans and promptly responding to Y Global requests. This drains efforts and time by having to send additional e-mails or calls to get answers consumes time that could be used more efficiently.

References

YMCA Gaza Annual Reports 2004, 2005, 2006

Monthly progress reports partner community centers, 2005, 2006, 2007.

Selection criteria of the animators involved.

Criteria for selecting partner community centers.

Signed agreements/ MOU between YMCA and all community centers involved.

Statistics of children, animators, and community centers involved in the project.

Statistics of all children implemented activities.

Full set of the training materials used in the training.

Trainers' reports per each conducted training course.

Final narrative reports and evaluation per each children advocacy campaign.

Community centers annual reports 2005, 2006

To Norad

Y Global, Application for funding to Norad for year 2005

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Audit reports

Naim G. Sayegh&CO, Certified Public Accountants, Audit Reports for YMCA Gaza for years 2005 and 2006.

External books and articles

Palestinian Ministry of Planning, 2004 National Plan for Palestinian Child (2004-210), Ramallah, Palestine.

Al Waqa' Al Filistinya, 2004, Palestinian Child Law, Gaza, Palestine.

Palestinian Central Bureau of Statistics, 2001, 2002, demographic data, Ramallah, Palestine.

ANNEXES

I. Terms of Reference

Mid-Term Review of Project “Children Voicing Children’s Rights” YMCA Gaza

1 Background

Project context

The situation in Gaza is very difficult for children and adolescents even after the Israeli disengagement in 2005, with the decline in the economic situation, recurrent exposure to sonic booms, and evident effects of long years of conflict, children and adolescents find themselves in need of increasing opportunities for play, recreation, community participation in areas like their centers and other fields that they feel safe and free to communicate, discuss, play share others with their concerns especially their needs and rights, by that we are helping them becoming actors and voicing their rights, helping them to become free in their minds and their society

YMCA Gaza was established in 1952 as a service organisation based in the Christian communities in Gaza, with the aim of serving children, youth and their families in the Gaza strip, targeting especially the situation and needs among the refugees. The focus has been on recreational efforts, with a special attention given to social, educational, cultural and physical education activities.

YMCA Gaza’s goal is to contribute to the building of a Palestinian democratic civil society through the promotion of what is termed “New Education principles” that favor the respect of human rights. The project concept of ‘Voicing children rights’ is a major component in this regard. YMCA has been developing strategic relations and cooperation with local and international partners to directly and fully participate in the promotion of human rights education in Palestine.

YMCA and its partners believe that learning through working in activities and participation of children in *community awareness development projects* is essential for children to fully play their role as civil society builders and actors. This project will enable 600 youth to assume this role. This methodology is developing collective awareness and enabling social actors and organizations of sharing common engagement for dialogue and mutual respect.

Project goals and results

The development goal of the project is stated to be:

“Contribute to the achievement of a Palestinian civil society based upon the respect of human rights and fundamental liberties by working with 9 children centers and their animators to achieve that society.”

The target group of the project according to project documents:

- 600 children (girls and boys) who will be accompanied by animators to participate at expressional activities and to produce communicational tools on children psychosocial and human rights related issues. They will be the focus and main acting groups of the project.
- 8000 children with their parents and communities members from the children centers neighborhoods as targeted by the children communication and awareness raising activities and tools produced and implemented during the project.

- YMCA Gaza and 9 other community children and community organizations in the Gaza strip. The project will contribute to their capacity building and work reinforcement by the training of their actors and the network activities that will be organized with their publics

Partnership with Y Global

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

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

The cooperation between Y Global and YMCA Gaza which dates back to 1975 has encompassed different projects including leadership training, youth exchanges, and summer camps.

Financial support

The current project "Children Voicing Children's Rights" has been supported since 2005 and will last until 2009. Since then, the total project costs¹⁴ are:

Accounts 2005 – NOK 415.130

Accounts 2006 – NOK 408.535

Budget applied for 2007 – NOK 460.740

Budget applied for 2008 – NOK 605.250

Budget applied for 2009 - NOK 605.250

The Midterm review (MTR) has been jointly planned by Y Global and YMCA Gaza; the drafting of the TOR and selection of consultants have been done in a participatory process. The review will be carried out by a team of external consultants; one Norwegian and one Palestinian, but due to the difficult access of foreigners in Gaza, the Norwegian consultant will not be in Gaza, but act as a team member and assist in quality-assurance. The Palestinian consultant will be the team leader.

2 Purpose, context and intended use

The project "Voicing Children's Rights" has thus been running for two years, and is exactly mid-way of achieving its goals, something which provides a good platform for assessing which direction the program is heading. It is intended for the planned MTR to be a formative evaluation/review that focuses on determining progress to date in the project and how to improve the project performance while it is ongoing. Moreover it will also serve as a quality assurance for the Norwegian and international partners as well as give an overview of the organisation and its activities. It shall provide a brief mapping of the organisation, including the number of employees, the various projects and activities carried out.

¹⁴ Total project costs include Y Global's admin share.

The main purpose of the Midterm review can be defined as follows:

“ to assess that the project is on the right track to achieve its goals” by” promoting learning among cooperating partners YMCA and Y Global in addition to other relevant parties like local authorities, NGOs and Norad.”

Specifically the MTR aim to achieve the following objectives:

- Assess the project according to relevance, effectiveness, efficiency, impact, and sustainability.
- Provide an overview of all activities of YMCA with in-depth a assessment of the activities that are funded over Norad project (Voicing Children’s Rights) and show how Norad-Project is operating compared to other projects/activities under YMCA GAZA
- Assess YMCA Gaza’s capacity to implement projects, professionally, administratively and financially and provide recommendations for potential capacity building initiatives to support strengthening the capacity of YMCA Gaza.
- Provide recommendations for cooperating partners and other relevant partners on how to improve the project’s performance towards achieving the set objectives by the end of the project in 2009.

A reference group will be established in Norway by Y Global consisting of people from Y Global’s Middle East Group, the international director on Y Global and others. The reference group will comment on the drafting of the TOR, take part in the presentation of the draft report, and give their comments and input to the draft report.

YWCA/YMCA Sweden and HorYzon in Switzerland are already involved as partners of YMCA Gaza. Together with Y Global they will also contribute to the review process as discussion partners and they will be committed to the follow-up of the MTR. The project advisors/coordinators of YWCA/YMCA Sweden and HorYzon will be networking members (through email correspondence since they are not in Norway) of the Reference Group.

It will be a participatory review process and the report will be published and shared with relevant stakeholders. The report will be written in English, and the summary translated to Arabic. The main findings will be shared in two seminars; one in Gaza where all main stakeholders, including representatives of the target group will be invited, and one in Norway.

3 Scope of work

The MTR should map the different activities, results and achievements of the project. Based on the findings make an assessment of the project according to relevance, effectiveness, efficiency, impact, and sustainability. The findings can also be presented in a SWOT (Strength, Weaknesses, Opportunities, and Threats) analysis.

- **Relevance:**

- Is the project a priority for national authorities' plans, relevance to MDG, Convention on Children's Rights, including the rights of the girl child, PRSP, or other national plans for children's rights
- To what extent are the objectives of the programme still valid? Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

- **Effectiveness:** assess to what extent were the objectives achieved or are likely to be achieved towards the end of the project in 2009? What were the major factors influencing the achievement or non-achievement of the objectives? What were the strengths and weaknesses of YMCA Gaza's capacity to achieve goals set? Identify potential capacity building needs of YMCA Gaza in this regard.

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

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

- **Sustainability** – is concerned with measuring whether the benefits of an activity are likely to continue after funding has been withdrawn. What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project? Is the project financial sustainable? How the YMCA Gaza will manage if funds are withdrawn? What are the potentials for running self-sustainable programs? Assess the techniques employed by the professional staff working with the children and consider the potential replicability of these.

- **Risk management;** what are the major risks to this project and how has the project management dealt with it and tried to prevent negative effects of the risks.

- **Audit:** the consultant will go through the institutional audit reports for the YMCA Gaza from 2005 and 2006 and do an assessment of financial management routines, narrative and financial reporting. Also, a randomized check will be done of financial routines, ex. Check a sample of supporting documents and vouchers for expenses that belong to the project.. This will be combined with getting the project's external auditor feedback and opinion on the financial routines for project's bookkeeping.

- **Anti-corruption measures** – What is done to prevent corruption?

- **Gender issues:** knowledge and understanding of women's rights, gender equality, gender-based violence, including violence against girls related to the conflict. and the particular needs for women in a situation of war and conflict.

- **Partnership between YMCA Gaza and Y Global** with focus on:
the extent of mutual understanding and communication between the two partners,
- How does YMCA Gaza perceive the professional and administrative follow-up from Y Global? Are requirements and criteria for funding understood?
in which areas of the partnership are there room for strengthening?

4. Implementation of the review

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

Division of responsibility; Y Global and YMCA Gaza will be jointly responsible for the consultants' team, but the focal point of contact is Y Global's Advisor Middle East/Deputy International Director. The contract will be between the Y Global and the Norwegian team leader that will contract the Gazan team leader within an agreed upon budget frame.

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

Budget will be negotiated with the consultants.

5 Reporting

The report should be well-structured and include the following points Background, Methodology, Obstacles, Overview of all YMCA Gaza's activities, including the project "Voicing Children's Rights" Partner and project SWOT, Findings, Assessments, Conclusions and Recommendations. The report should be no longer than 40 pages, excluding annexes.

The report should contain an Executive Summary of no more than 5 pages with main findings, conclusion on lessons learned and recommendation(s). The report should be submitted in electronic form, with an Arabic translation of the Executive Summary to be submitted 2 weeks later.

II. MTR implementation plan

Activity	Comments	Timeframe
1. Preparation: <ul style="list-style-type: none"> • Review of all project related documents • Brainstorming meeting with Nora Ingdal, and MTR reference group. • Develop and finalize methodology • Prepare open-ended questionnaires and other forms • Make appointments for focus-group discussions and interviews 	By the consultant with Y Global approval	22 June – 22 July, 2007
2. Data collection: <ul style="list-style-type: none"> • In-depth interviews with YMCA Gaza Staff • In-depth interviews with Children centers staff • Focus group discussions with project animators. • In depth interviews with individual animators. • Interviews with Diploma trainers. • Observation of children's activities. • Observations of Diploma training sessions. • In-depth interview with project external auditor. • In-depth interview with project accountant. • Focus-group discussions with children. • Individual in-depth interviews with students • Individual interviews with selected parents, community leaders, Palestinian decision makers. 	By the consultant in coordination with YMCA Gaza	1-12 August, 2007
3. Data Interpretation and drafting MTR report.	Consultant responsibility. To be submitted to Nora Ingdal for review and quality assurance before submitting it to Y Global for review and approval.	13 August- 13 Sept., 2007
4. Oral Presentation	One oral presentation by the consultant for YMCA Gaza and all project stakeholders in Gaza.	4-10 September, 2007

Report revision done by the co based on com feedback rece the oral presen

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5. Revision of the report and submission of the final report .	Report revisions to be done by the consultant based on comments and feedback received during the oral presentation. Submission of the final report to Y Global.	10-24 September, 2007
6. Submission of Arabic Translation of the report's Executive Summery	By the consultant	24-30 September, 2007

Submission of
report to Y Glo

III :Overview of YMCA Gaza project funded by Norad

Grant title	Children Voicing Children's Rights
Grant amount	2005: NOK 415.130, 2006:NOK 408.535, 2007: NOK 460.740, 2008:NOK 405.250, 2009: NOK 605.250
Duration	2005-2009
Grant objective	Children are respected as equal members of society in Gaza
Sub-objectives	Animators are trained to activate and empower children to promote their own rights
Targeted group and beneficiaries	<ol style="list-style-type: none"> 1. YMCA Gaza staff and 33 volunteer animators receiving extensive training and symbolic payments 2. Direct beneficiaries: <ul style="list-style-type: none"> • 600 children (girls and boys) participating in project from most refugee camps in the Gaza Strip, including the areas of Khan Younis and Rafah in the south. • Nine community-based organizations in the Gaza strip. The project will contribute to their capacity building and work reinforcement by the training of their actors and the network activities that will be organized with their publics. 3. Indirect beneficiaries: 8000 children and their families, and members of children centers' neighborhoods targeted by the children communication and awareness raising activities and tools produced and implemented during the project.
Annual Activities	<ol style="list-style-type: none"> 1. Selection of 18 animators for training course. 2. Conduct four training courses for 18 animators (30 hours each course) 3. Facilitate sessions for participating children in six locations (Jabaliya, Shati, Nuseirat, Maghazi, Deir al-Balah and YMCA), 12 sessions per month for each group 4. Organize 24 collective meeting days with specific topics, (2 per month) 5. Two Voicing Children's Rights Campaigns
Outputs	<ol style="list-style-type: none"> 2- Animators are trained to organize learning and Voicing Children's Rights activities 3- Animators have obtained a diploma as Social Workers. 4- 600 children from whole Gaza Strip has taken part in the campaign "Voicing Children's Rights 5- 600 girls and boys have participated in

	<p>expressional activities and training by animators</p> <p>6- Animators and children have jointly produced communicational tools on children psychosocial and human rights related issues.</p> <p>7- Capacity of YMCA Gaza has increased and improved</p> <p>8- Partnerships between YMCA Gaza and nine CBOs have developed</p> <p>9- Nine local partners' capacity on new educational techniques has improved for better voicing of childrens' rights</p> <p>10- 8000 children and families have benefited from children's communication and awareness-raising activities</p>
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IV. Mid-term Review Analytical Framework

1. Review Criteria: Relevance	
Review key question(s)	Data Sources and collection method
<ul style="list-style-type: none"> - What are the priorities and strategic approaches of Palestinian Authority (PA) and international conventions regarding children rights including the rights of the girl child? - To what extent are the project's objectives still valid in meeting the children's needs as well as the national and international priorities regarding children rights? <ul style="list-style-type: none"> • Was an assessment (eg. situation analysis, needs assessment, baseline data) made prior to the development of the project? • How YMCA Gaza project responds to the priorities of PA plans and international Children conventions on children's rights? • To what extent are children rights integrated in YMCA Gaza project approaches e.g. strategic goals, objectives and activities. • How gender-sensitive is project's approach to children rights, and how is gender equality promoted through project's activities? - Are the activities and outputs of the programme consistent with the overall goal and the attainment of its objectives as well as the intended impact? <ul style="list-style-type: none"> • What are the project components that consider to be children rights-based and what rights are addressed? • Does project staff reflect clear understanding of the various factors influencing children's rights? 	<ul style="list-style-type: none"> • Review and analysis of national policy documents and legislations concerning children's rights. • Review of international convention of Children's rights. • Key figures in Palestinian children • Comparative review and analysis of project's documents (plans, reports, training curriculum ...etc) against the national and international policies on children's rights. • Structured interviews with project staff and staff of partner children centers and animators. • Focus group with targeted children. • Quantitative and qualitative analysis of children, from both sexes, participation in project activities. • Field observations by the researcher.
2. Review Criteria: Effectiveness	
Review key question (s)	Data Sources and collection method
<ul style="list-style-type: none"> - To what extent were the objectives achieved or are likely to be achieved towards the end of the project in 2009? <ul style="list-style-type: none"> • What is the progress made so far by the project towards achieving the planned activities and realization of project's objectives? • What evidence is there that project's activity delivery approaches are effective at increasing children voicing their rights? • What evidence is there that partner children community centres are considering children's rights in their regular programs? • What are the major factors influencing the achievement or non-achievement of the 	<ul style="list-style-type: none"> • Comparative analysis of project's progress reports and plans. • Structured interviews with YMCA Gaza project staff, children centers staff and animators. • Short Structured surveys/questionnaires. • Focus groups with benefited children. • Focus groups with indirect beneficiaries (

objectives?	<p>community groups and parents)</p> <ul style="list-style-type: none"> Field observations by the researcher to children's weekly activities organized by the project.
3. Review Criteria: Efficiency	
Review key question (s)	Data Sources and collection method
<ul style="list-style-type: none"> - To which extent the project's activities have been cost-efficient, has the aid used the least costly resources possible in order to achieve the desired results? • Do Community Children Centres supported by the project deliver appropriate, timely, acceptable and high quality activities to targeted children? • Does YMCA Gaza provides appropriate, timely and high quality training to targeted animators? • How do the project activities compare in terms of quality, cost and time, with this provided by other NGOs . • What is the average project activities' delivery cost per each beneficiary child and animator? - What is YMCA Gaza capacity strengthens and weaknesses in managing this project both financially and technically? • What institutional arrangements and mechanisms are in place to enable children to participate actively in project activities? • Is adequate capacity building and support provided by YMCA Gaza to local children community centers? • What are YMCA Gaza internal mechanisms for monitoring and evaluation (both output/process and outcomes/impact)? • What is YMCA Gaza capacity to pursue, acquire and manage fiscal resources? Are the followed financial routines are adequate? What have been done to prevent corruption? • What are the major risks to this project and how has the project management dealt with it and tried to prevent negative effects of the risks? 	<ul style="list-style-type: none"> • Structured interviews with YMCA Gaza project staff, children centers staff and animators. • Field observations by the researcher to children's activities and animators' training sessions. • Comparative analysis and review of the projects financial and narrative periodic reports as well as other similar services provided by other NGOs. • Review of training materials used. • Focus groups with indirect beneficiaries (community groups and parents). • Review of Gaza YMC and project's financial records over years 2005 & 2006. • Structured interview with project's external auditor. • Random cross checking of projects financial documents representing the various budget items of project signed budget. • Review staff hiring criteria as well as procurement procedures and practices of YMCA Gaza.

4. Review Criteria: Impact	
Review key question (s)	Data Sources and collection method
<p>- What are the positive and negative changes produced by project, directly or indirectly, intended or unintended? What impact has the project made on the children involved?</p> <ul style="list-style-type: none"> Did the project help making a difference in improving children's confidence and ability for voicing their own issues, needs and concerns? If so, how this was achieved? Did the project improve the integration of children rights into the programs and activities of community children centres? If so, how was that achieved? Has the project help positively changing community attitude towards children's rights? If so, how was that achieved? Has any policy changes resulted from project's advocacy work? If so, which ones? How many children (boys and girls) directly or indirectly affected by the project? How those children perceive the project's impact on them? 	<ul style="list-style-type: none"> Structured in-depth interviews with YMCA Gaza project staff, children centers staff and animators. Short Structured surveys/questionnaires YMCA Gaza & Y Global Focus groups with benefited children. Focus groups with indirect beneficiaries (community groups and parents). Field observations by the researcher to children's weekly activities organized by the project. Analysis of the statistical data on the participating children. Interviews with community members involved in project activities. Interviews with decision makers approached by the project/children during the advocacy campaigns.
5. Review Criteria: Sustainability	
Review key question (s)	Data Sources and collection method
<p>How sustainable are the YMCA Gaza project activities for children after funding has been withdrawn? What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?</p> <ul style="list-style-type: none"> What proportion of project activities are dependent on time-bound external funding? Is there a strategy for the incorporation of externally funded time-bound activities/projects relating to promoting children's rights programs into YMCA Gaza regular programs? How does YMCA Gaza engage 	<ul style="list-style-type: none"> Structured interviews with YMCA Gaza project staff, children centers staff and animators. Short Structured surveys/questionnaires YMCA Gaza & Y Global. Focus groups with indirect beneficiaries (community groups and parents). Review of Gaza YMC and project's financial records over years 2005 & 2006.

<p>with local community, government and civil society to replicate / promote children's rights?</p> <ul style="list-style-type: none"> • If the project ended, could the activity continue somewhere else?. • When funding stops, have/ could activities be integrated into other programs or organizations? • Is there any policy of cost-recovery (eg user fees) and if so how is this affecting access for marginalized children ? 	
6. Review Criteria: Y Global and YMCA Gaza partnership	
Review key question (s)	Data Sources and collection method
<p>To what extent mutual understanding and communication between the YMCA Gaza and Y Global does exist?</p> <ul style="list-style-type: none"> • How does YMCA Gaza perceive the professional and administrative follow-up from Y Global? • Are requirements and criteria for funding understood? • In which areas of the partnership are there room for strengthening? 	<ul style="list-style-type: none"> • Structured interviews with YMCA Gaza project staff. • Short Structured surveys/questionnaires with YMCA Gaza & Y Global

V. YMCA Gaza board and staff members:**Table 1 : YMCA Gaza board of directors' composition**

No.	Name	Position in the board
1.	Mr. Anton Shoheiber (65 years)	Chairman of the Board
2.	Mr. Dawwod Tarzi (55 years)	Deputy Chairman of the Board
3.	Mr. Hosam Taweel* (38 years)	Secretary of the Board
4.	Mr. George Saba (43 years)	Treasures
5.	Mr. Yousef Berbarh (53 years)	Member
6.	Mr. Wael Sayegh (40 years)	Member
7.	Mr. Yousef Hashwah (70 years)	Member
8.	Mr Imad Jeldah (45 years)	Member
9.	Mr. Saed Tarazi (68 years)	Member
10.	Mr. Issa Ayyad (46 years)	Member
11.	Mr. Anton Ayyad. (47 years)	Member
12.	Mr. Sami Sayegh (47 years)	Member

** Has resigned in January, 2006 following his election as a member of Palestinian Legislative Council, no replacement made for his position yet.*

Table 2: Supportive Staff Members of YMCA Gaza

No.	Name	Position
1.	Mr. Abed Moati Abu Khosa	Guard
2.	Mr. Risq Abu Ajamy	Guard
3.	Mr. Amer Salem	Guard
4.	Mr. Ahmad Amasi	Worker
5.	Mr. Mohamed Abu Watfah	Worker
6.	Mr. Abed Khaleq Abu Khosa	Worker
7.	Mr. Khaled Zaydan	Driver & logistics
8.	Mr. Saliba Tarazi	Accountant/part time

Table 3: Kindergarten Staff Members in YMCA Gaza

No.	Name	Position
1.	Ms. Mona Tarzi	Principle
2.	Ms. Azeezah Ismail	Teacher
3.	Ms. Sawsan Khayal	Teacher
4.	Ms. Ghada Saba	Teacher
5.	Ms. Hanan Ayad	Teacher
6.	Ms. Sana Abu Shaban	Teacher
7.	Ms. Najla Dalool	Teacher
8.	Ms. Dalal Abu Abdo	Cleaner/door keeper
9.	Ms. Fatmeh Musalm	Cleaner/door keeper
10.	Mr. Shawqi Deeb	Driver
11.	Mr. Samir Helo	Driver

VI. List of People and Institutions Consulted

NAME	TITLE & INSTITUTION
Issa Saba	General Secretary, YMCA Gaza
Hani Farah	Project Coordinator, CVCR project, YMCA Gaza
Bahaa' Shataly	Chief Trainer, Kanaan Institute
Remoan Dalou	Head, Naim G. Saygh & Co. (Accounting Firm)
Wesam Dalou	Charter Accountant, Naim G. Saygh & Co.
Saliba Tarazi	Part Time Accountant, YMCA Gaza
Kjersti Lindøe (via e-mail)	Advisor Middle East/Deputy International Director Y Global / KFUK-KFUM Global, Oslo
Lott Törngren (via phone)	KFUK-KFUMs riksförbund National Council of YWCA-YMCA of Sweden
Angela Elmiger (via phone)	HorYzon, Switzerland
Eilert Rostrop (via e-mail)	Former Director, Y Global, Oslo
Communiy Centers Staff	
Nawal Ghusain	Director, Al Majed Women's Association, Nusierat Camp
Samir Dokhan	Board Secretary, Al Maghazi Cultural Center
Salwa Nabaheen	Prog. Coord, Cultural and Social Development Ass.D/Ballah
Bassam Shaheen	Director, Al Maghazi Cultural Center
Suhail Tanani	Director, Al Asria Cultural Center, Jabalia
Reem Radwan	Ex. Director, Maimas Center
Animators	
Mahmoud Sharaf	Animator, GazaYMCA
Waseem Abu Dawood	Animator, GazaYMCA
Mohammed Al Khateeb	Animator, Al Majed Women's Association, Nusierat Camp
Ismail Al Ghusain	Animator, Al Majed Women's Association, Nusierat Camp
Manar Majdalawi	Animator, Al Majed Women's Association, Nusierat Camp
Khader Abu Thaher	Animator, Al Maghazi Cultural Center
Taghreed Darweesh	Animator, Al Maghazi Cultural Center
Ahamd Khrees	Animator, Al Maghazi Cultural Cener
Mohammed Abu Jedian	Animator, Cultural and Social Development Ass. D/Ballah
Alia Manna'	Animator, Cultural and Social Development Ass. D/Ballah
Bassam Abu Jayab	Animator, Cultural and Social Development Ass. D/Ballah
Fathyia Helow	Animator, Al Asria Cultural Center, Jabalia
Sami Atalla	Animator, Al Asria Cultural Center, Jabalia
Bader Abu Zaid	Animator, Al Asria Cultural Center, Jabalia
Fayrouz Hemaïd	Animator, Maimas Center, Beach Camp
Saleem Abu Jaser	Animator, Maimas Center, Beach Camp
Children	
- Vivian Al Jeldah	Children, YMCA Gaza
- Sara Saba	
- Kamal Saba	
- Nabil Mana	
- Tamara Abu Ramadan	
- Jelan Zemo	
- Ayah Afifi	

<ul style="list-style-type: none"> - Tala Tarazi - Mays Al Shawa - Layan Al Shawa - Khaled Saba - Khalil Masaod 	
<ul style="list-style-type: none"> - Mahmoud Hamad - Myasa Abu Jayyab - Samira Lahwani - Bashar Said - Mysra Darwish - Fida Rakha - Hasnah Abu Owadah - Khitam Lahwani - Asma Darwish - Tasneem Darwish - Insherah Dikhan - Abedall Awad 	<p>Children, Maghazi Cultural Center</p>
<ul style="list-style-type: none"> - Yasmeen Abu Dahrouj. - Sawsan Al Ghusein - Nour Nweja - Islam Rayan - Donia Shafai - Asma Jamal - Shereen Al Khateeb - Imad Shrafi - Ahmad Abu Sharaf - Taleb Abu Zneid - Amira Dyab - Laila Rayan - Ali Rayan 	<p>Children of Al Majed Women's Association, Nusierat</p>
<ul style="list-style-type: none"> - Fathi Abu Nimer - Hala Ayaesh - Zeinab Shagourah - Abedallah Afanah - Alaa Ayeash - Lina Shagourah - Mohammed Khalil - Khalid Abu Dayah - Mostafah Aztaz 	<p>Children of Cultural and Social Development Ass. D/Ballah</p>
<ul style="list-style-type: none"> - Bassam Abu Mathkour - Adham Al Mubasher - Abedallah Al Mubasher - Abed Rahman Abu Asi - Mahdi Naim - Zohair Naim - Ayat Humaid - Dalia Naim - Mohamed Mater - Mohamed Mater 	<p>Children of Maimas Center</p>

<ul style="list-style-type: none"> - Mohammed Al Mghari - Mohammed Al Bess - Anwar Khaldi - Azah Shrafi - Rana Shrafi - Iman Khaldi - Ayleen Far - Rola Khaldi - Yasmeen Abu Safia - Razan Khaldi - Areej Aroug - Jihad Abu Ghanim 	<p>Al Asria Community Center, Jabalia Camp</p>
<p>Parents</p>	
<p>Wisam Suradi Ibtesam Diyab Halemah Rayam Om Abdallah Shakourah Asmaa Ozatz</p>	<p>Mother, Nuseirat Camp Mother, Nuseirat.Camp Mother, NuseiratCamp Mother, Dir Ballah Camp Mother, Dir Ballah Camp</p>

VII. MTR consultant biography.

Mr. Nael Younis is a specialist in the field of development with over fifteen years of experience; He has served as a manager of several developmental programs for various international donors and has extensive involvement with civil society organizations in Gaza. He has extensive experience with local Palestinian NGOs in the field of grants management as well as competence and organizational building and supervising development projects. Mr. Younis maintained a consulting practice doing a variety of interventions with local Palestinian NGOs on various aspects of organizational development, monitoring and evaluation, needs assessment, capacity building, training programs, and community development. Mr. Younis holds a Masters degree in Peace and Development Studies, Göteborg University, Sweden. He was the recipient of a Hubert Humphrey Fellowship to study NGO management, School of Public Affairs, Washington University, USA.

VIII. Executive Summary (Arabic Translation):

ملخص تنفيذي

يعرض هذا التقرير حصيلة تقييم مرحلي قامت بتنفيذه Nordic Consulting Group في النرويج لمشروع (مناداة الأطفال بحقوقهم) والذي يتم تنفيذه في قطاع غزة بواسطة جمعية الشبان المسيحية في غزة (YMCA Gaza) من خلال التعاون مع الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج (Y Global) وبتمويل مقدم من الوكالة النرويجية للتعاون من أجل التنمية (Norad).

وطبقاً لبنود الإطار المرجعي للتقييم، فقد كان الهدف الأساسي من التقييم المرحلي هو "تقدير مدى سير المشروع على المسار الصحيح من أجل تحقيق أهدافه" عن طريق "تعزيز التعلم بين الشركاء المتعاونين جمعية الشبان المسيحية بغزة و الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج إلى جانب الأطراف الأخرى ذات الصلة مثل السلطات المحلية والمؤسسات غير الحكومية و الوكالة النرويجية للتعاون من أجل التنمية. وقد سعى التقييم المرحلي إلى تحقيق الأهداف التالية (لمزيد من التفاصيل، انظر الإطار المرجعي للتقييم في الملحق رقم 1):

- تقييم المشروع وفقاً لمدى صلته بالاحتياجات التنموية والفعالية والنجاعة والتأثير والاستمرارية.
- تقديم ملخص لجميع نشاطات جمعية الشبان المسيحية بغزة مع تقييم معمق لنشاطات مشروع (مناداة الأطفال بحقوقهم) الممولة من الوكالة النرويجية للتعاون من أجل التنمية وبيان كيفية تطبيق هذا المشروع بالمقارنة مع النشاطات والمشاريع الأخرى المنفذة من قبل جمعية الشبان المسيحية في غزة.
- تقييم قدرة جمعية الشبان المسيحية بغزة على تنفيذ المشاريع مهنيا وإداريا وماليا وتقديم التوصيات لمبادرات بناء قدرة أفضل تدعم تعزيز قدرتها في هذا المجال.
- تقديم التوصيات للشركاء المتعاونين والشركاء الآخرين ذوي الصلة حول كيفية تحسين أداء المشروع نحو تحقيق كافة الأهداف عند نهاية المشروع في العام 2009.

لقد تم دعم المشروع الحالي "مناداة الأطفال بحقوقهم" منذ العام 2005 والذي سوف يستمر حتى العام 2009. ويهدف التعاون بين جمعية الشبان المسيحية بغزة و الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج إلى الإستجابة للحالة الصعبة جداً التي يعاني منها الأطفال والمراهقين الفلسطينيين، الحالة التي تنسم بالتراجع في الوضع الاقتصادي والتأثيرات الواضحة لسنوات طويلة من الصراع على الأطفال بشكل خاص والسكان بشكل عام. إن الأطفال والمراهقين يجدون أنفسهم في حاجة إلى زيادة الفرص من أجل اللعب والترفيه والمشاركة الاجتماعية في مختلف الأماكن كمراكزهم والميادين الأخرى حيث يشعرون بالأمان والحرية في نقل ومناقشة ومشاركة اهتماماتهم واحتياجاتهم وحقوقهم مع الآخرين. وهكذا، فإن المشروع جاء ليساعدهم كي يصبحوا فاعلين يعبرون عن حقوقهم، ويساعدهم كي يكونوا أحراراً في التفكير وفي المجتمع. إن الهدف التنموي للمشروع هو:

"المساهمة في تحقيق مجتمع مدني فلسطيني مبني على أساس احترام حقوق الإنسان والحريات الأساسية عن طريق العمل مع تسعة مراكز للأطفال والمنشطين في هذه المراكز لتحقيق ذلك المجتمع".

إن جمعية الشبان المسيحية في غزة وشركائها يؤمنون في أن التعلم من خلال العمل في نشاطات الأطفال ومشاركتهم في مشاريع تنمية الوعي المجتمعي هي أمر ضروري للأطفال حتى يلعبوا دورهم بشكل كامل كفاعلين ومؤسسين في المجتمع المدني. كما سوف يمكن هذا المشروع 600 من الأطفال من القيام بهذا الدور. يحتوي الملحق 3 على تفاصيل المشروع والأهداف ونشاطات المستفيدين المستهدفين والنتائج.

بدأت عملية التقييم في أواخر يونيو من العام 2007 واستمرت حتى أواخر سبتمبر من العام نفسه، واشتملت العملية على أربع مراحل: المرحلة التحضيرية والمسح الميداني والتحليل وكتابة التقرير النهائي. وقد اعتمد التقييم على جمع البيانات والمعلومات اللازمة من خلال إجراء أكثر من 32 مقابلة فردية وعقد سبع مجموعات نقاش بوزية بمشاركة 90 من المستفيدين من المشروع. العرض التالي يشمل أهم النتائج والتوصيات التي تم التوصل لها خلال عملية التقييم، حيث سيتم أولاً عرض النتائج والتوصيات الموجهة لجمعية الشبان المسيحية بغزة، ثم سوف يتبعها عرض النتائج والتوصيات الموجهة للدائرة الدولية لحركة جمعيات الشبان والشابات المسيحية في النرويج:

أولاً: النتائج والتوصيات الموجهة لجمعية الشبان المسيحية بغزة:

1. **النتيجة:** وجد أن المشروع "مناداة الأطفال بحقوقهم" مناسباً وذات صلة بالنسبة لأولويات السياسات العامة و التوجهات الإستراتيجية لسياسات حقوق الإنسان الدولية والوطنية إلى جانب صلته في تلبية احتياجات الأطفال الفلسطينيين. وقد كان المشروع ناجحاً في تقديم منهج معد جيداً يجمع ما بين تعزيز حقوق الأطفال وتوفير بيئة لهم قادرة على توعيتهم بهذه الحقوق والتعبير عنها من خلال استخدام الأساليب التعليمية غير الرسمية المختلفة.

التوصيات:

- هناك حاجة لاستمرار المشروع وتطويره. ويوصي الخبير المقيم بنتائج باستمرار تمويل المشروع بنفس المستوى المالي (بشرط تنفيذ التوصيات التي قدمها هذا التقرير).
- مع الأخذ بعين الاعتبار التغيير المستمر و المتسارع لظروف الأطفال الفلسطينيين المعيشية ومن أجل المحافظة على استمرارية المشروع بما يتناسب مع احتياجات الأطفال، فيجدر بجمعية الشبان المسيحية بغزة أن تنفذ وبشكل دوري ومنظم تقدير احتياجات الأطفال والتي تأخذ بعين الاعتبار اقتراحات الآباء والمنشطين ومعلمي الأطفال لأي احتياجات طارئة للأطفال. فإن هذا سوف يمكن الجمعية من تعديل نشاطات المشروع على أساس الاحتياجات الحقيقية للأطفال.

الفعالية:

2. **النتيجة:** وجد أن مشروع "مناداة الأطفال بحقوقهم" يتقدم بشكل جيد في تحقيق النشاطات المعدة والوصول إلى أهداف المشروع. ومع ذلك، فإنه رغم التقدم وتحقيق الانجازات حتى الآن، يبدو أن هناك متسع لمزيد من الاهتمام من قبل جمعية الشبان المسيحية بغزة لكي تتجاوز بعض القصور الذي قد يؤثر على الانجاز النهائي لبعض النشاطات والأهداف المعدة. وبشكل أكثر خصوصية، القضايا التي تتعلق بتسرب بعض المنشطين من البرنامج التدريبي المنفذ وإغلاق مركز ميماس بالإضافة إلى العدد المحدود للقاءات الأطفال الجماعية المنفذة.

التوصيات:

- هناك حاجة لجهود تخطيط طوارئ إضافية تضمن سيطرة أكبر على تسرب المنشطين من البرنامج التدريبي. وقد يشمل هذا تدقيق شامل لدافعيه و مدى إهتمام المنشطين المسجلين في البرنامج التدريبي إلى جانب اعتبار وجود "قائمة انتظار" لعدد إضافي منهم كي يتم تسجيلهم في البرنامج في حالة إنسحاب البعض من البرنامج التدريبي.
- عند اختيار المراكز المجتمعية الشريكة، تنصح جمعية الشبان المسيحية بغزة بإعداد معايير اختيار موثقة لهذه المراكز حتى تكون شريكا في المشروع مع الأخذ بعين الاعتبار الاستمرارية الإدارية و البرامجية لتلك المراكز.
- هناك حاجة لجهود إضافية تبذل من أجل تقديم نشاطات بديلة والتي تستطيع أن تخدم نفس الهدف من اجتماعات الأطفال الجماعية عندما لا تسمح الظروف الخارجية بتنفيذ مثل هذه النشاطات في جمعية الشبان المسيحية بغزة. وقد تشمل بعض الخطط القيام بمثل هذه اللقاءات، في حال سمحت الحالة الأمنية، على مستوى مخيمات اللاجئين أو تبادل الزيارات بين المراكز المجتمعية الشريكة.

نشاطات الأطفال في المراكز المجتمعية:

3. **النتيجة:** العديد من أولياء أمور الأطفال المشاركين يعطون أولوية و إهتمام خاص بالأداء الأكاديمي لأطفالهم أكثر من المشاركة في نشاطات المشروع. وقد سبب هذا بعض الانسحابات من المشروع من بين الأطفال أو الحضور غير المنتظم للنشاطات التعبيرية للأطفال.

التوصية: على المراكز المجتمعية الشريكة أن تنفذ المزيد من النشاطات الاجتماعية والتي تعرف الآباء وعائلات الأطفال على نشاطات وأهداف المشروع. ومن الممكن أن يتوافق هذا مع دعوة آباء الأطفال لزيارة أطفالهم أثناء تنفيذ نشاطات المشروع من أجل إطلاعهم على جودة بيئة التوعية الموفرة للأطفال.

4. **النتيجة:** إن النظام المدرسي في الكثير من مدارس قطاع غزة هو نظام مزدوج، فترة صباحية وفترة مسائية. إن المشروع لا يتكيف مع هذا الواقع حيث أن جميع نشاطات المشروع يتم تنفيذها في وقت الصباح مما يجعل كثير من الأطفال لا يستطيعون حضور نشاطات المشروع بشكل منتظم نظرا لوجودهم في مدارسهم.

التوصية: بحث إمكانية تنفيذ نشاطات الأطفال في المراكز المجتمعية في وقت متأخر من الظهيرة عندما يكون الأطفال قد انتهوا من مدارسهم. سوف يساهم هذا في الحفاظ على حضور منتظم للأطفال لنشاطات المشروع المعدة.

برنامج تدريب المنشطين:

5. **النتيجة:** أضاف برنامج التدريب الخاص "بمنشطي التعليم الاجتماعي" فائدة عظيمة لهم. حيث حسن البرنامج بشكل جوهري معرفتهم ومهاراتهم في مجالات عدة مثل الحالة التعليمية الاجتماعية في المجتمع الفلسطيني، حالة الأطفال الفلسطينيين، خصائص التنمية لدى الأطفال، التخطيط، التنظيم والإشراف على نشاطات التعليمية الاجتماعية للأطفال، ونشاطات التواصل الخاصة بالتعبير عن حقوق الأطفال، بالإضافة إلى المهارات الفنية في المرتبطة بقراءة وكتابة التعليم الدرامي والسعي البصري التصويري واليدوي. على الرغم من ذلك برزت بعض التذمرات من طول الفترة الزمنية للبرنامج التدريبي والتي قد لا تتناسب مع طبيعة ومستوى النشاطات المقدمة للأطفال الأمر الذي قد يتسبب في خفض ملائمة البرنامج التدريبي وخدمته لتحقيق أهداف المشروع.

التوصية: الحاجة إلى فهم واضح للأهداف التي تتعلق بتنفيذ هذا البرنامج التدريبي من أجل تحديد الفترة الزمنية والمحتوى الأنسب الذي يمكن أن يخدم أهداف المشروع بشكل أفضل. وهكذا، يمكن الأخذ بعين الاعتبار السيناريوهات التالية:

- إذا كان الهدف هو مجرد تنفيذ نشاطات مناداة الأطفال بحقوقهم المخططة، فإن الأخذ بعين الاعتبار تدريب قصير المدى يمكن أن يكون ملائما لتحقيق نتائج المشروع المطلوبة.
- إذا كان الهدف هو بناء قدرة الأخصائيين المعنيين من أجل استثمار طويل المدى في الموارد البشرية في المراكز المجتمعية الشريكة، فإن البرنامج التدريبي الحالي يمكن أن يخدم هذا الهدف بشكل جيد جدا.

حملات مناداة الأطفال بحقوقهم:

6. **النتيجة:** عملت حملات مناداة الأطفال بحقوقهم بشكل جيد في تزويد الأطفال بالفرص المناسبة للتعبير عن حقوقهم وأرائهم حول هذه الحقوق عن طريق تخطيط وتنفيذ حملات مناصرة بمشاركة واستخدام مختلف نشاطات التعلم الجماعية. كما عملت هذه الحملات بشكل جيد في تعزيز التوعية الاجتماعية لحقوق الأطفال الذين عبروا عنها بأنفسهم. ومع ذلك، لم تكن الحملات المنفذة معدة باتجاه الضغط على المستوى السياسي وصناع القرار لتقديم تغيير أو ممارسة سياسة عامة إيجابية نحو حقوق الأطفال التي تم التعبير عنها.

التوصية: مراعاة إعادة توجيه الحملات لتكون معدة، إلى جانب التوعية الاجتماعية، باتجاه الضغط من أجل تقديم تغييرات إيجابية في السياسات العامة لصالح الأطفال. إن التوجهات التالية مقترحة لتحقيق هذا الغرض:

- استغلال أكبر للإعلام من أجل نشر المعلومات حول حالة حقوق الأطفال، فيمكن لهذا أن يشكل رأي عام قوي حول حقوق الأطفال ويمكن من الضغط من أجل تغييرات في السياسات العامة.
- إقامة شبكة من المراكز المجتمعية الشريكة والمؤسسات الأخرى المعنية بحقوق الإنسان وحقوق الأطفال كي تعمل كجماعة مصلحة للمراقبة والدفاع عن حقوق الأطفال في فلسطين.

النجاعة:

7. **النتيجة:** وجد مشروع مناداة الأطفال بحقوقهم إلى حد ما ناجحا في القيام بنشاطات نوعية مقبولة وملائمة وفي حينها. ولكن هناك نشاطات أخرى للمشروع لم تحقق النجاعة المالية، حيث تم تخصيص نسب من أموال المشروع المستلمة وموارده البشرية لتغطية نشاطات أخرى لجمعية الشبان المسيحية بغزة لا تتعلق مباشرة بنشاطات المشروع.

التوصية: لا بد من مراجعة النشاطات التي لم تحقق النجاعة المالية والقيام فورا بإجراءات تصحيحية تأخذ بعين الاعتبار توصيات هذا التقرير.

استخدام المراكز المجتمعية:

8. **النتيجة:** قامت جمعية الشبان المسيحية بغزة ببناء شراكة فاعلة مع خمسة مراكز مجتمعية تقع في خمسة مخيمات مهمة للاجئين في قطاع غزة. ومن أجل الحفاظ على هذه الشراكة الفاعلة، تحتاج الجمعية إلى فهم أفضل للحالة المالية الصعبة التي تمر بها هذه المراكز وتحاول أن تساهم في تغطية جزء من التكاليف الجارية لدى هذه المراكز والمرتبطة بتنفيذ المشروع، علماً أن المشروع يشمل ميزانية مخصصة لمثل هذه المشاركة.

التوصية: الاهتمام بإعادة دفع الدعم الشهري المعد أصلاً لهذه المراكز المجتمعية لمساعدتها في الإيفاء بالتكاليف التشغيلية مثل تأجير المكتب والمرافق. إن تخصيص تكلفة شهرية تقدر بـ 100 دولار أمريكي لكل مركز يمكن لها أن تخدم هذا الغرض بشكل جيد جداً.

إدارة المشروع

9. **النتيجة:** وجدت بعض مواطن الضعف خلال المراجعة لإدارة المشروع نفسها، حيث وجد أن الموارد البشرية المتفرغة والمكلفة بالمشروع مرتبطة بتنفيذ نشاطات أخرى خاصة بجمعية الشبان المسيحية بغزة الأمر الذي أدى إلى بذل جهود غير كافية لمراقبة تنفيذ المشروع. وعلاوة على ذلك، فإن المشروع يفتقر إلى أرشيف دقيق وأنظمة تحليل معلومات تمكن من البحث والوصول الميسر إلى المعلومات المتوفرة حول نشاطات المشروع.

التوصيات:

- تحتاج جمعية الشبان المسيحية بغزة إلى المحافظة على توظيف كامل لوقت منسق المشروع يستغل فقط في تحقيق ومتابعة مهام المشروع.
- تحتاج جمعية الشبان المسيحية بغزة إلى الانتباه أكثر للمحافظة على أرشيف صحيح وأنظمة تحليل معلومات تمكن من البحث والوصول الميسر إلى المعلومات المتوفرة حول نشاطات المشروع.

10. **النتيجة:** أخفقت جمعية الشبان المسيحية بغزة في حالات عديدة في الالتزام بالمواعيد المحددة لتقديم التقارير و الرد السريع على استفسارات المؤسسة الشريكة، الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج. وقد استنزف هذا الكثير من الجهد والوقت اللذين كانا من الممكن استغلالهما بطريقة أكثر فعالية.

التوصية: تحتاج جمعية الشبان المسيحية بغزة إلى المزيد من الانتباه لضمان تقديم التقارير الإدارية و المالية عن المشروع وتغذية راجعة صحيحة وفي الوقت المناسب، والاستجابة لمتطلبات المؤسسة الشريكة، الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج

الإدارة المالية للمشروع

11. **النتيجة:** عند مراجعة الإدارة المالية للمشروع، تم تحديد مواطن ضعف متعددة لها علاقة بالتركيب الإداري المركزي، الإجراءات الرقابة الداخلية الضعيفة وعدم توفر إجراءات مكتوبة للدفعات والتحصيل المالي، وعدم توفر شروط الخدمة (حقوق وواجبات) لطاقم العمل.

التوصيات

- يجب إيداع أموال المشروع في حساب بنكي منفصل.
- يجب على الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج و جمعية الشبان المسيحية بغزة أن توافقاً على وصف تفصيلي لجميع بنود ميزانية المشروع يربط النشاطات ببنود الميزانية. هذا سوف يعيد الطريق لمراقبة أفضل للنفقات ومن ثم النشاطات.
- يجب تنظيم إجراءات المراقبة المالية والإدارية بما فيها إجراءات التحصيل الخاصة بجمعية الشبان المسيحية بغزة، بواسطة نظام ملائم. ويوصى إلى حد كبير أن تضع الجمعية وتعتمد كتيبات عملية مكتوبة تغطي الإجراءات المالية والإدارية داخل المؤسسة.
- يجب على جمعية الشبان المسيحية بغزة أن تعتمد نظام الحوالات البنكية المباشرة أو إصدار شيكات مصرفية عند القيام بالمعاملات المالية. ولا ينصح بالاستمرار في إجراءات إعادة الدفع النقدي الحالية المتنبه لضمان معاملات مالية

شفافية وسليمة.

- يجب على جمعية الشبان المسيحية بغزة غزة أن تضع شروطا وبندودا مكتوبة يفصل حقوق وواجبات و شروط خدمة طاقم العمل فيها، كما يجب عليها أن تؤمن عقود توظيف و وصف وظيفي مكتوبة معدة لموظفيها.
- يجب على الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج و جمعية الشبان المسيحية بغزة الموافقة على وضع شروط مرجعية مكتوبة لخدمات التدقيق الخارجية للمشروع، تضمن إصدار كتاب إلى الإدارة إلى جانب تقرير مدقق الحسابات المعتمد.

الأثر:

12. **النتيجة:** نظرا لان فترة عامين قد مرت على عمر المشروع ، تم التوصل إلى مؤشرات أولية على أن المشروع قد ساهم في تحقيق بعض مستويات التغيير الإيجابي لدى المنشطين المندرجين، الأطفال المستهدفين والمراكز الاجتماعية المعنية. إضافة إلى ذلك، لم يتم تسجيل أي تغييرات في السياسات العامة تكون قد نتجت عن حملات المناصرة للمشروع.
- التوصية:** إجراء دراسة تقييمية لمتابعة أثر المشروع عند الانتهاء منه في أوائل 2009، حيث يشمل تقييم شامل لأثر المشروع على المنشطين والأطفال والمراكز الاجتماعية والسياسية العامة ذات العلاقة بحقوق الأطفال.

الاستمرارية

13. **النتيجة:** إن الغالبية العظمى لنشاطات المشروع غير قابلة للاستمرار ماليا وسوف تعتمد على التمويل الخارجي كي يتم تنفيذها. إذ أن الاعتماد على المصادر المالية المحلية غير كاف في هذه المرحلة حيث الوضع الاقتصادي السيئ جدا ومستويات الفقر السائدة في قطاع غزة.
- التوصية:** البحث عن فرص تمويل عن طريق القطاع الخاص والشركات والمؤسسات لترعى بعض نشاطات المشروع التي تتعلق بتدريب المنشطين وحملات " مناداة الأطفال بحقوقهم " .

14. **النتيجة:** إن رغبة بعض المراكز المجتمعي و توجهها نحو دمج حقوق الأطفال مع برامجها وأيضاً اتجاه الشروع في برامج جديدة مبنية على أساس حقوق الأطفال، تشير إلى وجود عامل استمرارية والذي سوف يساهم في تحقيق الاستمرارية الفنية للمشروع.

التوصية: توصي جمعية الشبان المسيحية بغزة غزة إلى حد كبير بالاستمرار في دعمها للمراكز المجتمعية الشريكة وموازرتها بشكل ابعد في مبادراتها الجديدة من خلال تقديم التدريب والإشراف والاستشارة وتنسيق الجهود لهذه المراكز.

النوع الاجتماعي:

15. **النتيجة:** نجح المشروع في التأكيد على أن هناك تمثيل متساو للأطفال بالنسبة للجنس. حيث حافظت مشاركة الأطفال الإناث في نشاطات المشروع على مستويات كمية ونوعية متساوية كزملائهم الأطفال الذكور، بالرغم من انه لم تكن هناك جهود خاصة لتشجيع الإناث للمشاركة في نشاطات المشروع.

التوصية: يجب أن تستمر جمعية الشبان المسيحية بغزة غزة في اعتماد مثل هذه المشاركات المتساوية للأطفال الإناث في المشروع. كما يوصى إلى حد كبير ببذل المزيد من الجهود الإضافية من قبل الجمعية والمراكز المجتمعية الشريكة من أجل تشجيع الآباء على السماح لأطفالهم الإناث ليكن جزء من نشاطات المشاريع. إن مثل هذه الجهود تمكن من تنظيم لقاءات خاصة مع الآباء للتأكيد لهم على أن بناتهم هن في أمان في المشروع.

جمعية الشبان المسيحية بغزة:

16. **النتيجة:** تعكس الإدارة التنفيذية لجمعية الشبان المسيحية بغزة تركيها إداريا تقليديا نظرا لان هذا التركيب لا يعكس أقساما أو وحدات متخصصة على مستوى المهام الإدارية ولا على مهام نشاطات المؤسسة.

التوصية: توصي جمعية الشبان المسيحية بغزة غزة إلى حد كبير بان تأخذ على عاتقها مراجعة شاملة لتركيباتها الإدارية والتنظيمية لضمان دفع المؤسسة نحو أسلوب إداري مهني أكثر حداثة. وهناك ضرورة ملحة لخطه تطوير مؤسساتية للمساعدة في هذه العملية.

17. **النتيجة:** إن مجلس الإدارة الحالي للجمعية هو الآن في منصبه لمدة عشرة سنوات تقريباً. ولم تجر أي انتخابات للمجلس منذ العام 1997. كما أن تركيبة المجلس الحالي لا تشكل أي تمثيل للنساء.

التوصية: توصي جمعية الشبان المسيحية بغزة إلى حد كبير وطارئاً بأن تنظم انتخابات لاختيار أعضاء مجلس جديد. لأن هذا سيسمح بضخ دم جديد في المؤسسة، بالإضافة إلى السماح لإمكانية تمثيل نسائي أكبر على أعلى مستوى في صنع القرار في المؤسسة.

18. **النتيجة:** يقود جمعية الشبان المسيحية بغزة أمين عام بمنصب جزئي (50%). وهذا قد يعيق الإدارة الفعالة لبرامج ونشاطات المؤسسة.

التوصية: توصي جمعية الشبان المسيحية بغزة إلى حد كبير بإيجاد منصب أمين عام متفرغ. مما سوف يساعد في أي جهود إصلاحية داخل المؤسسة، إلى جانب التنفيذ الصحيح لبرامجها ونشاطاتها. كما سيساعد في توفير المزيد من الوقت لمبادرات تمويلية للمؤسسة.

19. **النتيجة:** بالرغم من أن جمعية الشبان المسيحية تعتبر طرف مشارك وهام في المجتمع المدني الفلسطيني في قطاع غزة وتتمتع بروابط وشبكات واسعة مع المؤسسات غير الحكومية الفلسطينية، إلا أن برامجها ونشاطاتها يجب أن تكون أكثر بروزاً وضوحاً على المستوى المحلي والإقليمي والدولي.

التوصية: توصي جمعية الشبان المسيحية بغزة بأن يكون لديها المزيد من العلاقات العامة الفاعلة، والمزيد من الظهور في الإعلام وعلى شبكة الانترنت عن طريق إنشاء موقع الكتروني لها.

ثانياً: النتائج والتوصيات الموجهة لدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج:

1. **النتيجة:** إن جمعية الشبان المسيحية بغزة تقدر عالياً مفهوم شراكة ودعم الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج والذان يشملان، بالإضافة إلى دعم المشروع الحالي، التعاون في برامج التبادل الشباني.

التوصية: استمرار التعاون مع جمعية الشبان المسيحية بغزة، مع استمرار التركيز على حقوق الأطفال وبرامج التبادل الشباني. بالإضافة إلى ذلك ستكون المساعدة عظيمة بالنسبة لجمعية الشبان المسيحية بغزة إذا تمكنت الدائرة الدولية من زيادة نطاق دعمها للجمعية لتشمل دعم وتوفير الخبرة الخارجية للبدء بتنفيذ الإصلاح المؤسساتي وبناء قدرات الجمعية.

2. **النتيجة:** تابعت الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية المشروع من النرويج، وقد كانت آليات مراقبة تنفيذ هذا المشروع محدودة لمعالجة التقارير المالية والإدارية المكتوبة كالتقارير السنوية ونصف السنوية والتقارير المالية. ونظراً للوضع الأمني الصعب السائد في غزة والذي منع العديد من الزائرين الدوليين من الدخول إليها، ولم يكن طاقم عمل الدائرة الدولية قادراً على القيام بزيارات ميدانية دائمة لنشاطات المشروع.

التوصية: هناك حاجة إلى تعزيز متابعة المشروع من خلال تطوير طريقة منهجية لمراقبة النتائج والإنجازات. ويجب على الدائرة الدولية للحركة أن تعمل بقرب مع جمعية الشبان المسيحية على الدمج بين تقارير التخطيط و الإدارة و المالية للمشروع لضمان أن هناك ربط واضح بين الميزانية والنشاطات للمشروع. ويشمل هذا المساعدة في تعديل الخطط الحالية، الأمر الذي سيساعد أيضاً في عملية مراقبة و متابعة أداء المشروع.

3. **النتيجة:** لم تقم الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج بمتابعة إجراءات الإدارة المالية للمشروع بشكل مباشر، ولم يكن لديها اتصال مع مدقق الحسابات الخارجي للمشروع.

التوصية: أن تقوم الدائرة الدولية للحركة بدعم عملية متابعة الإدارة المالية للمشروع بشكل أكثر فعالية من خلال المساهمة في صياغة إطار مرجعي لعمل المدققين الخارجيين ما يضمن أن يصدر المدققون كتباً إدارية حول الأداء الإداري و المالي للمشروع والتي قد تكون مفيدة بالنسبة للدائرة الدولية للحركة في دعمها لعملية البناء المؤسساتي لجمعية الشبان المسيحية بغزة.

4. **النتيجة:** يوجد تعاون غير رسمي قائم بين مؤسسات YMCA-YWCA الدولية من النرويج والسويد وسويسرا لدعم جمعية الشبان المسيحية بغزة.

التوصية: يجب على الدائرة الدولية لحركة جمعيات الشبان و الشابات المسيحية في النرويج أن تبادر في متابعة توصيات هذا التقرير، وبخاصة خطوات بناء القدرة الإدارية والقدرة الإدارية المالية لجمعية الشبان المسيحية بغزة من خلال تعاون وتنسيق وثيقين مع YMCA-YWCA في السويد وسويسرا – وشركاء آخرين من التحالف العالمي إذا كانوا ذو صلة. إن التخطيط للقاء بين هؤلاء الشركاء قد يكون الخطوة الأولى.