

FINAL PROJECT EVALUATION REPORT

for Project:

“Building up the capacities of female-led cooperatives and the professional skills of young women by strengthening the Women Cooperative Platform in Jenin Governorate, Palestine”



Submitted to
RWDS and FPS

Submitted by
Nexus International for Consultancy and Training Company



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“The comments contained herein reflect the opinions of the evaluator only”

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Acronyms and Abbreviations

BoD	Board of Directors
CBO	Community Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
Coops	Cooperative
CWA	Cooperative Work Agency
DAC	OECD Development Assistance Committee
DCED	Donor Committee for Enterprise Development
FGD	Focus Group Discussion
FPS	Fundación Promoción Social
GVA	Generalitat Valenciana
KII	Key Informant Interview
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
MoA	Ministry of Agriculture
MoNE	Ministry of National Economy
MoWA	Ministry of Women's Affairs
NGOs	Non-Governmental Organizations
NIS	New Israeli Shekel
OECD	Organization for Economic Co-operation and Development
OVI	Objectively Verifiable Indicators
PALCATT	Palestinian Center for Agricultural Technology Transfer
PCBS	Palestinian Central Bureau of Statistics
RH	Right Holders
RWDS	Rural Women's Development Society
SDGs	Sustainable Development Goals
SPSS	a Statistical Package for the Social Sciences
ToR	Terms of Reference
UDHR	Universal Declaration of Human Rights
UN	United Nations
UNDP	United Nations Development Programme
WCC	Women Cooperative Coalition
WCN	Women Cooperative Network

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Executive Summary

Introduction

The **GVA22 project** (June 2023–June 2025), co-financed by the Generalitat Valenciana and implemented by Fundación Promoción Social in partnership with the Rural Women’s Development Society (RWDS), is a transformative initiative aimed at empowering rural women and young graduates in Jenin Governorate. With a budget of €409,539, it addresses systemic barriers of unemployment, isolation, and limited infrastructure by strengthening women-led cooperatives and consolidating the Women Cooperative Networks (WCN) - later renamed the Women Cooperative Coalition (WCC)- as a collective platform for advocacy, marketing, and joint action. Operating across 11 localities, the project directly targets 444 women and indirectly benefits more than 53,000 people. Its approach rests on three pillars: building organizational and financial capacities of cooperatives, enhancing coordination and representation through the WCC, and integrating young graduates to inject innovation and digital skills. Guided by a clear Theory of Change, the project positions women’s cooperatives as engines of economic production, social empowerment, and gender equality, with the goal of achieving lasting impacts on household livelihoods, community resilience, and policy engagement.

The evaluation aims to provide RWDS and the donor with an independent review of the project’s performance, assessing its relevance, coherence, effectiveness, efficiency, impact, and sustainability. It also seeks to capture stakeholder perceptions; document lessons learned and generate practical recommendations. Beyond measuring outcomes, the evaluation serves as a learning and accountability tool, strengthening RWDS’s institutional knowledge, ensuring transparency, and informing future programming, with a particular focus on gender equality, inclusion, and advancing SDGs 5 and 8.

The evaluation, conducted by Nexus International between June and August 2025, employed a participatory mixed-methods approach that combined primary and secondary data sources to comprehensively assess the project’s performance, outcomes, and impact. It included key informant interviews with stakeholders, focus group discussions with cooperative leaders, WCC members, and graduates, as well as a field survey of 69 respondents across 11 project locations, supported by structured questionnaires, a pilot-tested survey, and SPSS analysis to ensure reliability. The process followed a clear sequence: inception phase with literature review, consultations, and an inception report; systematic data collection and analysis; submission of the fieldwork report in July; drafting of the evaluation report in August; and a validation and learning workshop with RWDS and FPS before submitting the final report in September 2025. Despite the outbreak of war and security challenges in Jenin, the team adapted by conducting virtual KIIs and FGDs and mobilizing project interns as enumerators for safe in-person data collection.

This external evaluation, commissioned by RWDS, reviewed the project against the six OECD-DAC criteria—relevance, coherence, effectiveness, efficiency, impact, and sustainability—and provided recommendations to strengthen future projects. An evaluation matrix, developed during the inception phase, outlined the guiding questions and measurements.

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Evaluation Findings

Relevance

The evaluation confirms that the project was highly relevant to the socio-economic realities of Jenin Governorate, a region marked by high poverty, unemployment, forced displacement, and limited opportunities for women and youth. It aligns closely with national strategies (MoWA, MoA, Cooperative Work Authority), international frameworks (SDGs 5 and 8, CPF Palestine–Spain), and sectoral priorities in agriculture and cooperative development.

Beneficiaries strongly validated the project’s objectives: 85% overall confirmed their continued validity (100% of male cooperative members, 83.5% of female members, and 85% of fresh graduates). In terms of meeting expectations and needs, responses were unanimous at 100% across all groups. Satisfaction with overall relevance was equally strong, with 92.1% among cooperative members (100% male, 91.7% female) and 92.5% among fresh graduates, giving a combined score of 92.5%.

Qualitative feedback reinforced these findings, with women highlighting transformative impacts on cooperative work and community perceptions, while graduates stressed that the project met and exceeded their aspirations by improving market access, packaging, and branding. Nonetheless, slightly lower ratings from female members point to the need for future projects to further integrate women’s evolving priorities, particularly in areas like financial analysis and advanced business skills, to sustain empowerment gains.

Coherence

The evaluation finds that the project demonstrated a very high level of coherence, both internally with RWDS’s ongoing initiatives and externally with interventions by other institutions. Strong synergies were established, including collaboration with UNDP to integrate WCC products into humanitarian food baskets, partnership with Oxfam to strengthen gender policies and facilities, and support from MoA, CWA, and local municipalities through compliance oversight, logistical support, and provision of premises. These complementarities ensured that resources were pooled rather than duplicated, with shared equipment and joint marketing channels amplifying impact.

The project was also highly consistent with the socio-economic and security realities in Jenin, where it directly addressed poverty, unemployment, and displacement while remaining culturally sensitive and community-driven. Survey data reinforced this alignment: 100% of all respondents agreed the interventions were culturally consistent, 97% of female cooperative members and 100% of male members and graduates judged them appropriate and necessary, resulting in an overall perception of coherence at 98%. Combined with validation from focus groups and KIIs, this gives the project a coherence and contextual appropriateness score of 99%. Furthermore, the project aligns with international frameworks including SDGs 5 and 8, CEDAW, the UDHR, and ILO conventions, reinforcing its legitimacy and global relevance. Overall, the findings confirm that the project was exceptionally coherent, effectively bridging local needs, national priorities, and international commitments.

Effectiveness

Result 1: Strengthened the organizational and managerial capacities of the Women Cooperative Network to better coordinate the sustainable cooperative work in Jenin.

- *OVI 1. Signature of transaction agreements with each of the 11 cooperatives to ensure the financial sustainability of the WCN.*

The indicator has been **achieved as planned**: transaction agreements with all 11 cooperatives are in place, backed by agreed-upon financial contributions, practical bookkeeping systems, and a collective sustainability mechanism. These agreements represent a significant step toward ensuring the WCN's (become later called WCC) financial autonomy and sustainability, although continued follow-up and formal registration of the WCC remain critical to consolidating these gains.

- *OVI 2. 13 RH members of the WCC's management committee improve their organizational and managerial skills by the end of the project*

The indicator has been overachieved in terms of number of people and underachieved in terms of improvement %. The combination of quantitative and qualitative evidence confirms that the 15 RH members of the WCC's management committee have substantially improved their organizational and managerial skills. At baseline, the WCC Board's overall capacity was rated at 65%, with strengths in leadership and communication but clear gaps in areas like conflict-of-interest management and strategic planning. By the end of the project, the overall rating of organizational capacities became 90%, reflecting substantial progress across nearly all skill areas.

Core competencies—leadership, communication, networking, adaptability, and membership engagement—showed the greatest gains, while technical areas such as financial management, governance, and advocacy also improved, though they remain priorities for further support. Fresh graduates excelled in modern management and technical skills, while cooperative members strengthened leadership and community engagement, demonstrating a complementary pattern of growth.

- *OVI 3. At least 10 decision-makers (DB) in the Jenin Governorate have raised awareness about the amendment of the current funding policies to ensure a more inclusive and gender-oriented access to credit for the women cooperatives by the end of the project.*

While the project successfully engaged with key stakeholders—including MoA, MoNE, CoC, and local municipalities—and raised general awareness about women's cooperatives and their financing barriers, the original intent of securing decision-maker awareness specifically on funding policy amendments was only partially achieved. Contextual constraints (political instability, war, shifting local priorities) required the project to redirect its advocacy focus toward practical marketing and cooperative visibility issues.

Thus, the indicator can be considered partially achieved: decision-makers were engaged and sensitized, but formal and targeted awareness on policy amendment for inclusive access to credit was not comprehensively realized.

Result 2: Strengthened the productive and financial management capacities of women cooperatives in Jenin that are members of the WCN.

- *OVI 1. 4 newly-incorporated women cooperatives and the 7 previous cooperatives reinforce their financial management capacities and improve their bookkeeping practices by the end of the project.*

Taken together, the survey data and qualitative evidence confirm that the 11 cooperatives have significantly reinforced their financial management and bookkeeping practices. Overall, the leap from 29.4% to 94% is clear evidence of enhanced transparency, improved record-keeping, and strengthened financial management practices within the targeted cooperatives and clubs.

- *OVI 2. 11 women cooperatives reinforce their production capacities and adopt new production protocols by the end of the project.*

Overall, the rise from 16.6% to 89% in the use of technology in cooperative production reflects a transformative outcome, with technology integration becoming one of the most significant achievements of the project in strengthening cooperative competitiveness and resilience.

Overall, the transition from 16.7% to 44.1% of products being produced with cutting-edge techniques illustrates a strong trend toward modernization. While simple methods still dominate slightly more than half of production, the balance is clearly shifting, positioning cooperatives to compete more effectively in both local and external markets.

The project achieved a transformative impact on cooperative production capacities, moving from a baseline of limited technology use (16.6%), simple methods (83.3%), and absence of protocols to significant modernization. By endline, technology adoption reached 89%, and nearly half of products (44.1%) were produced with advanced methods, reflecting both efficiency gains and cultural shifts toward innovation. Production capacities grew by an average of **57%**, with exceptional increases in high-value products such as loofah, jams, thyme, and carob molasses, though maftoul production declined slightly.

Alongside equipment, training in hygiene, safety, and quality standards strengthened market credibility and women's empowerment. While the groundwork for standardized production has been laid, sustained support is needed to consolidate these gains, ensure full protocol adoption, and stabilize traditional products. Beyond the technical gains, the interventions also had important **social impacts**, including enhanced confidence, increased visibility, and changing perceptions of women's roles in production.

- *OVI 3. Increase of at least 30% of the production in 11 women cooperatives reported by the end of the project.*

The project has delivered substantial progress in the production capacities at both the cooperative and individual processor levels, though some challenges remain. At the cooperative level, the overall production increase was modest, with an average increase of 19% across all products. At the farmer level, overall production increased by an average of 72%, driven by strong gains in high-value crops. At the individual processor level, the overall increase was 58%.

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Result 3: Strengthened the marketing capacities and business presence of the agricultural products of women cooperatives part of the WCN in Jenin.

- *OVI 1. At least 80% of the targeted women in the cooperatives report an improvement in the competitive advantage of their products marketed through the WCN by the end of the project.*

The assessment of products' competitive advantage demonstrates a **remarkable transformation** between baseline and evaluation, marked by substantial gains across all parameters and a sharp narrowing of gender gaps. Cooperatives and producers have significantly improved in product quality, branding, distribution, sustainability practices, and technology adoption, with average competitiveness rising from 63% to 93%. Equally important, women—who initially lagged behind men across most measures—have nearly closed the gap, reporting dramatic improvements in quality, distribution, and technology use. Qualitative evidence from FGDs and KIIs confirms that new equipment, standardized production protocols, and quality-control training were pivotal in driving these changes, while also enhancing community trust and recognition of women's contributions. The near-perfect scores in advanced skills such as cost analysis, profitability, and market trend awareness highlight strengthened financial literacy and strategic planning capacities. While producers now hold an estimated 21% of their targeted markets, these results point to a **solid foundation for future growth**, with sustained efforts in marketing, branding, and scaling production essential for deepening competitiveness and ensuring long-term equity between men and women.

- *OVI 2. At least 20 women and 5 young female graduates in the cooperatives report an increase in their marketing skills by the end of the project.*

At baseline, marketing capacities were modest—averaging 36% for the WCC Board and 61.7% for cooperative members and graduates, with particularly weak performance in digital tools such as SEO, graphic design, and analytics. Through a nine-day Training of Trainers (ToT) program on negotiation and digital marketing, followed by peer-to-peer knowledge transfer, these gaps were effectively addressed. By endline, cooperative members rated their marketing skills at 84%, and fresh graduates at 96%, producing an overall average of 85%. Key gains were observed in digital marketing (84% for cooperatives, 90% for graduates), content creation (78% → 90%), and communication skills (100% for both groups). Qualitative evidence reinforced these results, with women noting new abilities to sell beyond local markets and to professionalize packaging and branding. While fresh graduates consistently scored higher across most parameters, both groups demonstrated significant progress, particularly in analytics, creativity, and adaptability. These outcomes confirm that the project successfully strengthened marketing competencies, enabling cooperatives and young graduates to better position their products, expand market access, and respond to modern business demands.

- *OVI 3. 11 cooperatives report at least a 30% increase in the visibility and sales of their products traded/ facilitated through the WCN by the end of the project.*

All of the 11 cooperatives (100%) reported increased visibility and strengthened sales through the Women's Cooperative Coalition (WCC). Respondents unanimously acknowledged WCC's critical role in marketing and sales facilitation, underscoring its indispensability as a platform for collective visibility and competitiveness. On average, each cooperative had 1.48 products marketed through the WCC, with women's cooperatives showing slightly broader portfolios than men's (1.48 vs. 1.33). Sales performance data indicates a 24% overall increase in cooperative product sales since the project's inception, with women reporting stronger growth (24%) compared to men (19%). Between 2023 and 2024, total cooperative sales volumes rose from 4,027 NIS to 5,044 NIS, marking a 25% increase in just one year.

Additionally, all cooperatives (100%) adopted the shared Nab' Al-Khairat trademark, with some developing sub-brands, strengthening both collective identity and consumer trust. FGDs and KIIs confirmed that WCC-backed marketing not only expanded sales channels but also shifted community perceptions, boosting women's credibility and leadership. Beneficiaries repeatedly described the WCC as "the umbrella" that unified cooperatives, enhanced packaging and branding, and opened new markets. These results demonstrate that the project successfully enhanced cooperative visibility, market access, and competitiveness, though the target of a full 30% sales increase was narrowly missed, with results averaging closer to 24–25%. Nonetheless, the combination of collective branding, permanent selling points, and expanded marketing channels confirms the strong institutional impact of the WCC on women's economic empowerment and cooperative sustainability.

- *OVI 4. Signature of 5 new permanent agreements with providers and supermarkets as a result of the increased business presence of the WCN at the end of the project.*

The indicator was fully achieved. The WCC signed five new permanent agreements with providers and supermarkets, enhancing the market stability and visibility of cooperative products. These agreements not only expanded distribution channels but also institutionalized the WCC's presence in the local market, providing cooperatives with a stronger and more sustainable commercial foundation.

These agreements covered a range of cooperative products—including thyme, tomato paste, carob molasses, loofah, dairy products, and pickles—and were designed to secure more stable and predictable outlets for women cooperatives' production. Participants noted that all cooperatives benefited from the deals, either directly through product sales or indirectly through enhanced visibility of the WCC brand.

Other Effectiveness aspects

The evaluation highlights that the project was highly effective, with beneficiaries unanimously recognizing both the contribution and the quality of project services—100% of male and female respondents confirmed that services directly supported the achievement of results, and all also rated the quality of interventions at the highest level. This strong endorsement reflects the project's inclusiveness, equity, and excellence in delivery. Beyond planned outcomes, several unanticipated achievements emerged: cooperatives like Arabbounah and Burqin expanded membership and

credibility, Faqu'a improved production efficiency through the tomato pressing machine, and Kufr Dan broke new ground by accessing markets outside Jenin and even exporting abroad. These achievements demonstrate broader organizational growth, enhanced production, and expanded market outreach.

At the same time, serious challenges were reported, especially around security and mobility restrictions. All respondents (100%) identified closures, incursions, and market access limitations as critical barriers, while 70% of women compared to 33% of men stressed insecurity as a major obstacle—showing that women were disproportionately affected. Additional but less widespread issues included disrupted supply chains (10%), weak coordination (12%), and limited participation of women in some activities (3%). Project partners adapted by shifting to cluster-based trainings, adopting safety measures, and relying on strong RWDS–FPS coordination.

Project teams were praised for professionalism, ethical conduct, and flexibility, with beneficiaries highlighting RWDS's dignity-centered approach as fostering trust and inclusiveness. However, weaknesses in indicator design limited monitoring effectiveness. Several indicators were overly ambitious, vaguely worded, or bundled multiple variables (e.g., OVI 3 on financial, productive, and marketing plans), without corresponding resources. Advocacy indicators also fell short, as efforts shifted from policy reform to marketing visibility due to the shifting conflict context. While an M&E plan and baseline study were in place, the absence of detailed monitoring definition sheets reduced systematic data collection and analysis.

Efficiency

The project was implemented with **high efficiency**, underpinned by the strong and trusted partnership between FPS and RWDS. Coordination was smooth across all levels, with the RWDS M&E Officer managing daily operations and FPS providing close technical support, ensuring timely delivery and capacity transfer. Financial and procurement procedures were transparent and competitive, resulting in sound financial management and no major cases of over- or underspending. Approximately **75% of the budget was allocated directly to results-related activities**, placing the project well within the efficiency benchmarks of similar interventions. Savings from careful procurement were reinvested into value-adding activities, such as software acquisition, additional fairs, and rehabilitating a storm-damaged greenhouse. Despite external challenges, including security restrictions that necessitated a no-cost extension, activities were completed without compromising quality or accountability.

Stakeholder engagement further reinforced efficiency: municipalities provided logistical support, MoA ensured compliance with technical standards, and UNDP partnerships expanded market access. Survey data shows that relations and coordination with RWDS were rated extremely positively, with an **average satisfaction score of 96%** (100% by men and 95% by women). Moreover, the professionalism and high performance of the project team were unanimously recognized by all respondents (**100% agreement**), underscoring their effectiveness, credibility, and the trust they inspired among beneficiaries. These results collectively highlight that the project achieved excellent standards of efficiency, resource utilization, and stakeholder collaboration.

Impact

The evaluation findings confirm that the project generated a **strong and wide-ranging impact**, significantly advancing its General Objective of promoting rural women's right to work and contributing to equitable, inclusive, and sustainable development in Jenin. Beneficiaries reported **high satisfaction levels**, with an average of **89% overall** (98% men, 88% women) acknowledging positive improvements in their income and socio-economic lives. Importantly, **100% of respondents** stated that the project had transformed their daily routines, reinforcing its relevance and integration into household and cooperative life. Unintended impacts were also substantial, with **89.9% overall** (100% of men and 89.4% of women) reporting additional benefits such as greater confidence, community recognition, and strengthened resilience.

At the level of Specific Objectives, all three OVIs were achieved or overachieved. Women cooperative members' income more than tripled (a **243% increase for women**, **124% average for all cooperatives), while fresh graduates saw an extraordinary **975% increase**. Household cost coverage also rose from 28% at baseline to 52% at endline, with women narrowing the gender gap. Cost-cutting synergies exceeded expectations through collective purchasing, shared equipment, joint transport, and greenhouse production. Meanwhile, all **11 cooperatives adopted financial, marketing, or partial production frameworks**, with the WCC driving collective marketing, branding, and solidarity.

Beyond income, the project catalyzed **broader social transformation**: shifting gender perceptions, boosting women's leadership, enhancing confidence, and positioning cooperatives as credible community institutions. Cooperatives achieved new market linkages—including exports abroad—and alternative livelihoods were created through shared equipment (e.g., tomato juicing machine). While some gaps remain in consistent service provision (e.g., extension, storage, financing), the overall results demonstrate a **transformative and sustainable impact** that strengthened both economic and social empowerment for women, households, and communities.

Sustainability

The evaluation findings demonstrate that the project has established a strong foundation for long-term sustainability, with **94% of beneficiaries** expressing confidence that the benefits—particularly income gains—will continue beyond its completion. Disaggregated results show slightly higher confidence among men (98%) compared to women (93%), with over **92% rating the benefits as either “very likely” or “likely” to continue**. Sustainability was reinforced by the participatory design, which enabled women to identify priorities and select equipment, fostering a strong sense of ownership and responsibility. The consolidation of the **Women Cooperative Coalition (WCC)** emerged as a cornerstone of institutional sustainability, with members committing 10% of profits to its continuation, ensuring collective solidarity and resilience. Tangible economic impacts were evident in improved product quality, branding, and expanded market access, while social empowerment was reflected in women's increased confidence, leadership, and recognition as key decision-makers. Integration of young graduates further enhanced managerial and administrative sustainability. On the environmental side, measurable

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progress was recorded, with **industry compliance rising from 59% to 91%, sustainability practices improving from 59% to 93%, and technology use in production nearly doubling from 51% to 90%**. Combined with widespread cultural acceptance and trust in cooperatives, these outcomes confirm that the project has built durable economic, social, and institutional structures that are highly likely to sustain and expand beyond the project's life cycle.

Conclusions

Relevance

The project has been highly relevant, effective, and responsive to beneficiaries' needs, achieving exceptionally high levels of satisfaction. Cooperative members and graduates alike confirmed the validity of the objectives and acknowledged tangible improvements in their organizational, financial, and production capacities. The project is also highly relevant to the socio-economic context of Jenin, where poverty, unemployment, and displacement disproportionately affect rural women and youth. It is well aligned with national strategies—such as the MoWA Strategy, the National Agricultural and Cooperative Sector Plans, and the Social Development Strategy—as well as the Palestine–Spain CPF. By strengthening women-led cooperatives, consolidating the WCC, and integrating young graduates, the project has translated strategic priorities into concrete outcomes. Beneficiary feedback confirms its value, describing it as transformative for women's work, confidence, and visibility, while also highlighting the need for continued support in advanced skills and economic empowerment.

Coherence

The project demonstrates a high degree of coherence at local, national, and international levels. It effectively leveraged synergies with complementary interventions by UNDP, Oxfam, MoA, CWA, and local municipalities, ensuring that resources were pooled rather than duplicated and that cooperative outcomes were reinforced. The intervention was strongly adapted to Jenin's socio-economic and security realities, aligning with community needs and cultural norms, as confirmed by the near-universal validation of its relevance and appropriateness (overall coherence score of 99%). Moreover, the project is consistent with key international frameworks, including the SDGs (5 and 8), CEDAW, UDHR, and ILO conventions, positioning it as both contextually grounded and globally aligned. This coherence across actors, levels, and standards underscores the project's credibility, effectiveness, and long-term coherence.

Effectiveness

The Project proved highly effective across organizational, productive, and marketing fronts, with the Women Cooperative Coalition (WCC) at the core of delivery. All cooperatives formalized their relationship with the WCC through profit-sharing agreements that anchor the coalition's sustainability. Core actors—board representatives and interns—strengthened their organizational and managerial skills through structured training in cooperative and financial management, marketing, and quality assurance. On the production side, cooperatives shifted from largely traditional practices to modern, standardized methods supported by new equipment and training in

hygiene and safety, resulting in higher quality, better-organized production, and stronger readiness to meet market standards.

Market competitiveness advanced in parallel. Products now benefit from clearer branding, improved positioning, and more reliable distribution channels, reinforced by permanent commercial agreements and a shared trademark that elevates visibility and trust. While advocacy with decision-makers pivoted toward practical marketing and visibility due to context, it still raised awareness of women's economic roles. Some indicators were imperfectly designed or finalized late (e.g., production protocols) and will require follow-up for full adoption. Even so, beneficiary satisfaction, stronger institutions, modernized production, and durable market linkages collectively demonstrate strong effectiveness, with clear priorities for consolidation through continued protocol roll-out, deeper governance and advocacy work, and stabilization of traditional product lines.

The Evaluation results demonstrate that the Project was implemented effectively to some extent by RWDS with support of FPS. Out of the 13 objectively verifiable indicators (OVIs) corresponding to the Project's Specific Objective (3 OVIs) and results (9 OVIs) totalling 22 different sub-indicators/ variables 12 sub-indicators were overachieved, indicating a high level of results achievement and Project implementation effectiveness. 2 sub-indicators were achieved on target, and 8 sub-indicators were underachieved to varying degrees.

Efficiency

The Project demonstrated a high level of efficiency, driven by the strong partnership between FPS and RWDS, prudent financial management, and effective use of resources. Approximately 75% of the budget was allocated directly to results-related activities, positioning the Project within recognized cost-effective benchmarks. Sound procurement processes, careful reallocation of savings, and a no-cost extension ensured that planned outputs were delivered without overspending or compromising quality, even under severe external constraints. The flexibility to reinvest savings in additional activities—such as quality assurance training, extra fair participation, and greenhouse rehabilitation—generated added value for beneficiaries. Strong coordination with local institutions, the Ministry of Agriculture, municipalities, and humanitarian partners like UNDP further reinforced efficiency by avoiding duplication and leveraging synergies. Beneficiaries rated the coordination, professionalism, and performance of the project team exceptionally high (96% average satisfaction, with 100% rating the team as professional and effective), confirming that efficient management and collaboration were key drivers of the Project's success and credibility.

Impact

The Project is well-oriented towards achieving the expected impact. The results matrix (logical framework matrix) demonstrates relatively a fair level of coherence among the Project's general objective, specific objective, the three results, and their corresponding activities. The Project has had a transformative impact on the socio-economic outlook of rural women in Jenin, confirming the validity of its Theory of Change and the achievement of both its General and Specific Objectives. By strengthening women-led cooperatives, consolidating the WCC as a representative platform, and integrating young graduates, it created resilient and economically viable structures

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that improved household incomes, expanded market access, and advanced gender equality. Beyond the planned outcomes, the Project catalyzed broader social change: women gained visibility and confidence, community perceptions shifted positively, and cooperatives emerged as credible, trusted institutions with stronger roles in local governance and crisis response. The WCC's central role as a unifying platform for cost-sharing, marketing, and advocacy further reinforced sustainability and collective resilience. Together, these outcomes illustrate that the Project not only enhanced livelihoods but also laid the foundations for long-term empowerment, social transformation, and inclusive development in the Jenin Governorate.

Sustainability

The Evaluation confirms that the Project's outcomes are highly sustainable, with high level of beneficiaries confident that benefits—particularly income gains—will continue beyond its completion. This strong confidence reflects both the participatory design of the Project, which enabled women to identify priorities and select equipment, and the deep sense of ownership it fostered. At the institutional level, the consolidation of the Women Cooperative Coalition (WCC) has been pivotal, serving as a unifying platform for solidarity, marketing, and collective advocacy, with members even committing percentage of profits to sustain its operations. Tangible economic impacts, such as improved product quality, branding, and access to wider markets, along with income-generating equipment created positive ripple effects for households and youth employment.

At the same time, the Project contributed to social empowerment by strengthening women's confidence, visibility, and leadership, while integrating young graduates into cooperative management. Finally, its environmental and technical interventions—including improving and installing production facilities, training in hygiene and safety, and adoption of standardized protocols—led to measurable gains in industry compliance and sustainability practices. Taken together, these results demonstrate that the Project has built solid foundations for long-term economic, social, and institutional resilience, ensuring that women's cooperatives in Jenin are well positioned to sustain and expand their socio-economic gains beyond the life of the Project.

Lessons learnt

The evaluation of the project highlighted several important lessons for future programming in cooperative development and women's economic empowerment. First, **(Collective Action Strengthens Sustainability)**: The establishment and strengthening of the WCC demonstrated the transformative potential of collective structures. By pooling resources, coordinating marketing, and jointly addressing production challenges, the coalition significantly enhanced women's visibility and competitiveness. This experience underlines the importance of investing in federated models that go beyond supporting individual cooperatives and instead create institutional platforms for solidarity, sustainability, and advocacy.

Second, **(Youth Integration Accelerates Innovation)**: The integration of young female graduates into cooperative structures proved to be a critical driver of innovation and sustainability. Their digital skills, fresh perspectives, and willingness to engage in modern marketing tools complemented the experience

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of cooperative leaders, helping to bridge generational gaps. This demonstrates that youth engagement, when coupled with mentorship and structured roles, can accelerate modernization and create lasting institutional renewal.

Third, **(Strong Systems Build Credibility)**: The project showed that technical and financial support alone is insufficient without parallel efforts to strengthen governance, financial transparency, and accountability systems. The introduction of unified accounting tools, financial management training, and clear agreements on revenue-sharing ensured not only sustainability but also built trust among members. This highlights the lesson that institutional systems must be embedded alongside production and marketing support to ensure credibility and long-term viability.

Fourth, **(Adaptability Ensures Continuity in Crisis)**: the project faced major disruptions due to conflict, closures, and mobility restrictions in Jenin. Nevertheless, adaptive measures such as decentralizing trainings, using local enumerators, and relying on digital tools allowed implementation to continue. This flexibility demonstrates the value of designing projects with contingency measures and resilience strategies to withstand external shocks. Future initiatives should build on this adaptive capacity by systematically incorporating risk management and crisis response mechanisms into project design.

Fifth, **(Indicator Design Shapes Measurability)**: the evaluation revealed weaknesses in indicator formulation, with some OVIs being overly ambitious or combining multiple variables into single measures. This limited the accuracy of monitoring and evaluation. The key lesson is the need for realistic, precise, and well-resourced indicators that directly align with planned activities and budget allocations. Doing so ensures both measurability and fairness in evaluating results.

Finally, **(Ripple Effects Extend Impact)**: unintended impacts of the project—such as shifting community perceptions of women’s roles, stronger recognition of cooperatives as legitimate community actors, and new income-generating opportunities for youth—demonstrated that well-designed interventions can create ripple effects beyond their immediate scope. These outcomes reinforce the importance of capturing both intended and unintended results in evaluations, as they provide valuable insights into the broader transformative potential of development initiatives.

Key Recommendations

Given the demonstrated relevance of the interventions, the strong performance in achieving and even exceeding targets, the tangible impact generated, and the efficiency and effectiveness of implementation and partnerships, the evaluation recommends that RWDS, FPS, and the donor build on this successful model of collaboration. The approach has proven both effective and sustainable, making it suitable for replication and scaling in other parts of the West Bank.

Future projects should strengthen the design of their results frameworks by developing indicators that are precise, realistic, and proportionate to available resources. Each indicator should focus on a single variable, use clear language across all relevant languages, and be supported with appropriate activities and budget lines. This will ensure that progress can be measured accurately, achievements are fully captured, and monitoring and evaluation systems provide reliable evidence for decision-making and accountability.

RWDS is advised to strengthen its overall MEAL system by developing a comprehensive MEAL manual to guide practice and ensure consistency across projects, while also providing staff with training in Results-Based Management to build internal capacity. To improve the accuracy and reliability of monitoring, RWDS should prepare a monitoring method sheet (or definition sheet) for each indicator before implementation, clearly defining variables, guiding questions, means of verification, frequency and formats of data collection, and frameworks for processing and analysis.

It is recommended to accelerate the formal legal registration of the Women Cooperative Coalition (WCC) to ensure its long-term sustainability. Formalization will provide the Coalition with official recognition, strengthen accountability mechanisms, and enhance its capacity to manage collective resources effectively.

It is recommended to expand the use of financial software (e.g., Al-Shamel) across all cooperatives, paired with refresher training on advanced financial analysis and cost-benefit planning, will reinforce accountability and capacity. In addition, the WCC is recommended to develop collective saving and credit schemes to reduce dependency on external donors and expand access to small-scale loans for women members.

Expanding and consolidating the WCC trademark Nab' Al-Khairat will reinforce collective visibility, while supporting sub-brands for individual cooperatives under this umbrella can build market identity. The coalition should pursue additional long-term agreements with supermarkets, humanitarian actors, and institutional buyers to stabilize market channels. Moreover, further investments in digital marketing—including the creation of an online sales platform and training youth graduates in e-commerce, SEO, and social media marketing—will position cooperative products more competitively in modern markets.

The cost-cutting initiatives piloted during the project—such as collective purchasing, shared equipment, and collective transportation—should be formalized into permanent WCC service units with dedicated management teams. Strengthening cooperative-to-cooperative exchange of raw materials and intermediate products will reduce waste and maximize efficiency across the network.

1. Introduction

1.1. Background and Objective of the Evaluation

The GVA22 project, titled *“Building up the capacities of female-led cooperatives and the professional skills of young women by strengthening the Women Cooperative Platform in Jenin Governorate, Palestine”*, is a comprehensive initiative co-financed by the Generalitat Valenciana (GVA). It is implemented by Fundación Promoción Social (FPS) in close partnership with the Rural Women’s Development Society (RWDS), a leading grassroots Palestinian organization with a long-standing commitment to empowering rural women. The project spans from June 2023 to June 2025, with a total budget of €409.539, of which €399.804 is provided by GVA.

At the heart of the project lies the consolidation and expansion of the Women Cooperative Coalition (WCC), a platform designed to unify and coordinate the efforts of women’s cooperatives in Jenin. The WCC serves as a collective voice for advocacy, marketing, procurement, and policy dialogue, thereby enhancing the bargaining power and visibility of cooperatives. By promoting cooperative networking and joint action, the project supports gender-equitable development and greater sustainability in the local cooperative sector.

The intervention logic is structured around three interlinked pillars. The first focuses on building the technical, financial, and organizational capacities of women-led cooperatives through targeted training in governance, financial management, production techniques, legal compliance, and strategic planning. The second pillar strengthens coordination and representation through the WCC, enabling cooperatives to engage in collective branding, marketing, and advocacy efforts. The third pillar emphasizes intergenerational renewal by integrating young women graduates into cooperative structures, where they bring digital marketing skills, innovation, and fresh perspectives. This approach seeks to bridge the generational gap within cooperatives and ensure their long-term sustainability.

The project’s Theory of Change assumes that if rural women’s cooperatives are equipped with enhanced organizational, managerial, and productive capacities, and if young women are meaningfully integrated into cooperative structures, then cooperatives will become more resilient, sustainable, and economically viable. This, in turn, will lead to improved household incomes, strengthened local economic development, and increased gender equality. The project’s results framework reflects this logic, aiming to:

- **Result 1:** Strengthen the organizational and managerial capacities of the Women Cooperative Network.
- **Result 2:** Strengthen the productive and financial management capacities of women cooperatives.
- **Result 3:** Strengthen the marketing capacities and business presence of women cooperatives and the WCC in Jenin.

Geographically, the project operates in 11 localities across Jenin Governorate, including seven from the previous phase (Al Jalameh, Faqu’a, Meithalun, Birqin, Anza, Deir Abu Deef, and

Jalboun) and four newly incorporated areas (Kufr Dan, Beit Qad, Arabouneh, and Deir Gazhaleh). These sites were selected based on needs assessments, existing cooperative activity, and potential for socioeconomic impact.

The project originally targets **444 women** (429 cooperative members and 15 young graduates) and indirectly benefits **over 53,000 individuals**, including 71 men from production units in Kufr Dan, 48,556 residents of the 11 localities, and 5,000 additional individuals reached through fairs and digital campaigns. By combining institutional strengthening, collective action, and youth integration, the project positions cooperatives as engines of both economic production and social empowerment.

Ultimately, the GVA22 project represents a transformative development model, tackling structural barriers while promoting women's leadership, youth integration, and cooperative sustainability. Its comprehensive approach aims not only to improve the livelihoods of women in Jenin but also to create lasting impacts at the household, community, and policy levels.

The Assignment

Rural Women's Development Society (RWDS) has contracted Nexus International to conduct external evaluation for the project titled “Building up the capacities of female-led cooperatives and the professional skills of young women by strengthening the Women Cooperative Platform in Jenin Governorate, Palestine” funded by Generalitat Valenciana (GVA).

The objective of the evaluation is to provide RWDS and the donor with sufficient information about the performance of the project, the perception of stakeholders and beneficiaries, to document lessons learned and to provide practical recommendations for follow-up action.

Evaluation purpose

The evaluation seeks to determine the extent to which the intervention has achieved its overall development objective: contributing to the fight against poverty and advancing the United Nations Sustainable Development Goals (SDGs) with which it is aligned, specifically **SDG 5 (Gender Equality)** and **SDG 8 (Decent Work and Economic Growth)** in the West Bank.

A second purpose of the evaluation is to highlight its value as a **learning and knowledge management process**, while also contributing to **accountability and transparency** among all actors involved. This includes the project's target groups, who are considered rights holders and active participants in the achievement of development results.

The final evaluation will assess the **relevance, coherence, effectiveness, efficiency, impact, and sustainability** of the project and its services. In doing so, it will provide RWDS with an **independent and comprehensive review** of project performance, implementation processes, and achieved results.

Beyond assessing outcomes, the evaluation is also intended to strengthen RWDS's **institutional knowledge** and support the promotion of **strategic and effective programming**. The results are expected to identify and describe lessons learned, assess progress against planned indicators, and

measure changes both quantitatively and qualitatively. Additionally, the evaluation will summarize experiences gained at both technical and managerial levels.

Particular attention will be given to **gender and inclusion**, examining the extent to which the project applied gender-sensitive and inclusive approaches and explicitly aimed to achieve results that improve women's rights and contribute to gender justice.

Finally, the evaluation will serve as a tool to ensure accountability to both the **donor and the communities**, by reflecting the voices, perspectives, and experiences of beneficiaries and stakeholders engaged in the project. Importantly, the findings will inform **future project development** by RWDS, guiding strategic decisions through the recommendations and lessons learned that emerge from this evaluation process.

1.2. Methodology of the Evaluation

This report provides the findings of the Evaluation of the “Building up the capacities of female-led cooperatives and the professional skills of young women by strengthening the Women Cooperative Platform in Jenin Governorate, Palestine”, which was undertaken by Nexus International from over the period from January 10th to August 31st. The scope of the Evaluation covers all activities undertaken in the framework of the Project's duration. This Evaluation report provides RWDS and FPS with sufficient information about the performance of the Project and the perception of stakeholders and beneficiaries, and to document lessons learnt and to provide practical recommendations for follow-up actions.

Based on the collected primary data and through a careful reading of the consolidated information and secondary data, the Project Evaluation focused at the Objectively Verifiable Indicators (OVIs) of the Project's actions against its results, and came out with quantitative and qualitative data along with specific calculations for the achieved targets to measure the degree of success of the Project and its impact on the targeted beneficiaries. (Annex 1: Project's Results Achievements Matrix).

As per the ToR, the Evaluation has been carried out using the participatory approach, seeking the views and assessments of all parties, including RWDS, FPS, relevant Duty Bearers, and the Project's beneficiaries to collect information and insights. At the level of the Evaluation's conclusions and recommendations, the focus was placed on highlights, significant, important, or interesting findings and conclusions, and recommendations. In realizing the objective of this Evaluation, four phases were followed with a number of tools used throughout the Evaluation process to gather data from different sources to allow for triangulation of data, namely:

i. Inception Phase

Literature/Documentation Review:

The Evaluation Team commenced the Evaluation process with a comprehensive review of all available literature related to the Project.

Inception Meeting

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The document review was followed by an inception meeting and focused discussions with the RWDS and the FPS team to get their insights on the objective, methodology and expected results of the assignment, this meeting was held on June 10, 2025.

Inception Report

Based on the document review and the inception meeting, the Evaluation Team synthesized the various information and summarized them schematically in the inception report. The inception report detailed the methodology and tools to be used during the assignment.

The inception report was delivered on June 25, 2025 and provided a comprehensive description of the Evaluation Team's understanding of the ToR, and outlined the key scope of work and intended work plan of the analysis, which included a field-work phase, with both primary and secondary data collection methods, and the Evaluation approach including both quantitative and qualitative data analysis, and provided a complete work plan for the entire review period.

ii. Data Collection Phase

Key Informant Interviews:

As part of the evaluation, a total of **eight individual Key Informant Interviews (KIIs)** were conducted with stakeholders directly involved in or connected to the project. These interviews provided valuable insights into the project's design, implementation, and perceived outcomes.

The interviews included representatives from both implementing and partner organizations, as well as relevant public institutions. On the implementing side, interviews were held with the FPS Project Manager, the RWDS General Manager, the RWDS Project Manager/M&E Officer, and the RWDS Procurement and Financial Managers. From the institutional and local governance perspective, interviews were conducted with representatives from Marj Iben Amer Municipality, the Ministry of Agriculture – Jenin Directorate, the Ministry of National Economy – Jenin Directorate, and Jenin Municipality.

These KIIs contributed to a deeper understanding of the project's strategic relevance, operational challenges, institutional coordination, and broader impact within the targeted communities.

Focus Group Discussions

As part of the data collection process, a total of **seven Focus Group Discussions (FGDs)** were carried out with diverse groups representing both cooperative leadership and direct beneficiaries. These discussions aimed to capture collective perspectives on the project's relevance, effectiveness, challenges, and impact at the community level.

FGDs were held with the Board of Directors of Kufr Dan Cooperative/Club, the Board of Directors of Arabouneh Cooperative/Club, and the Board of Directors of Al Jalameh Cooperative. Additional sessions were conducted with the Board of Directors of Faquq'a Women's Club and the Board of Directors of Birqin Organization, enabling representation from a variety of active community-based structures.

To capture broader institutional perspectives, one FGD was organized with the Board of Directors of the Women Cooperative Coalition (WCC), the umbrella body supporting women's cooperatives across Jenin. Finally, a dedicated FGD was held with female university graduates, who represent a key target group of the project and play an important role in advancing its intergenerational and sustainability objectives.

Together, these FGDs provided a comprehensive view of the project's contributions and challenges, as well as collective insights into future needs and opportunities for strengthening women's cooperatives and youth integration.

Survey (Questionnaire)

As part of the evaluation, a field survey was conducted with the support of female university graduates, targeting women beneficiaries across the 11 project locations. In total, **69 questionnaires** were collected, of which **65 were completed by women and men beneficiaries** and **4 by female university graduates**. (Figures #1 and 2).

The collected data was systematically transferred into a Statistical Package for the Social Sciences (SPSS) file. The Data Analysis Expert subsequently reviewed and cleaned the dataset and is now preparing to carry out data coding and analysis to ensure accuracy and reliability of the results.

To guide the data collection process, a set of structured tools was employed. The **survey questionnaire** served as the primary quantitative tool. These questionnaires were jointly reviewed and approved by **RWDS and FPS**, ensuring alignment with the project's objectives and indicators. Prior to full deployment, a **pilot survey** was conducted, after which the tools were slightly revised; only minimal changes were necessary, confirming their validity.

Data collectors received targeted **training on data collection protocols**, focusing on proper administration and accurate completion of questionnaires. Two different versions of the questionnaire were developed: one designed for **members of the Boards of Directors of the WCC and its member cooperatives**, and another tailored for **female university graduates**. All surveys were administered through **face-to-face interviews**, which provided opportunities for clarification and helped ensure the completeness and quality of the responses.

Figure 1: Distribution of surveyed respondents by locality (%)

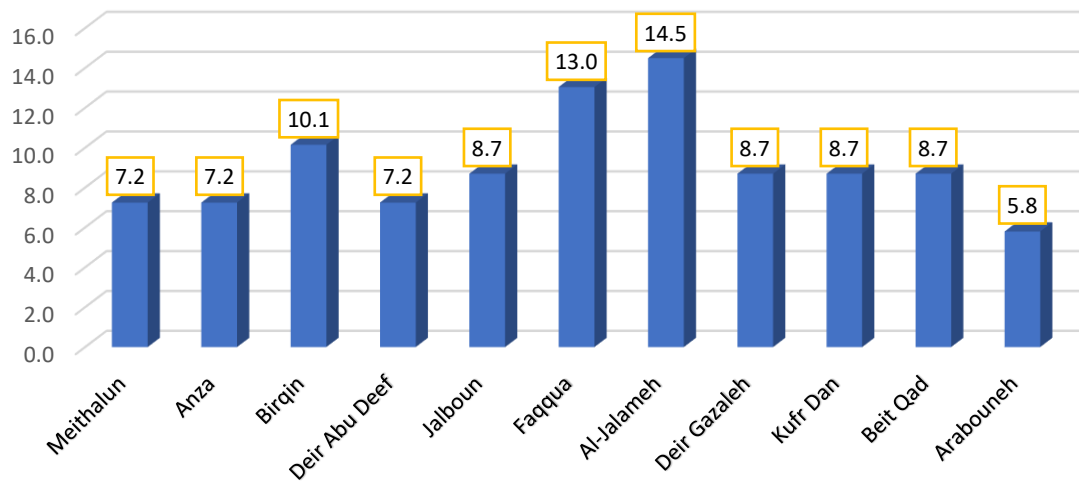
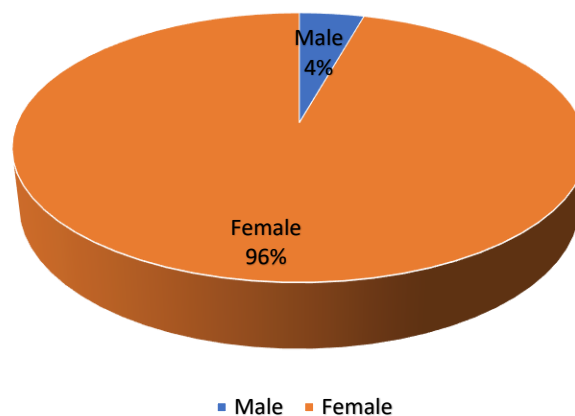


Figure 2: Distribution of surveyed respondents by Gender



Submission of Fieldwork Report

The Evaluation Team has prepared a fieldwork report through which they provided information on the field activities performed. The fieldwork report was submitted on July 22, 2025.

iii. Analysis Phase

The detailed Evaluation of the Project has been guided by the data and information gathered from Project sources, internal information and Project beneficiaries. The gathered information has been reviewed and compiled according to the internationally agreed Evaluation methodologies and matched against with the given Evaluation criteria in the ToR. The surveys were analyzed using SPSS software and the results were disaggregated as per the ToR. The Evaluation Team supported findings and recommendations with explanations, testimonies and examples.

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iv. Reporting Phase

Draft Report Writing

A well-edited and proofread **Draft Evaluation Report** has been produced and submitted on August 30, 2025, based on a comprehensive analysis of the collected data. The structure of the report follows the instructions stipulated in the Terms of Reference (ToR). The drafting process was carried out as a collaborative effort and involved consultation with selected experts and professionals, serving as proxies to review the content. This approach helped to double-check the accuracy of the findings, validate the conclusions, and ensure the feasibility of the recommendations.

Validation & Learning Workshop

After submission of this draft Evaluation Report, The Evaluation Team has organized a validation workshop (learning Event) on September 8, 2025, with RWDS and FPS. During this workshop, the main findings and outcomes of the Evaluation were presented in a power point presentation and discussed in the workshop for verifying and, the most possible extent, agreeing on suggestions, conclusions, and recommendations.

Final Reporting

The Evaluation Team incorporated the comments received from **RWDS** and **FPS** on the draft report, along with the inputs gathered during the validation workshop discussions, into the final version of the Evaluation Report (Submitted on September 8). This process was carried out in line with the requirements outlined in the Terms of Reference, ensuring that the final report reflects stakeholder feedback and meets agreed quality standards.

1.3. Limitations of the Evaluation

The Evaluation assignment has been accomplished. However, the Evaluation Team faced some challenges. The war between Israel and Iran that broke out few months ago, combined with the deteriorating security situation in Jenin Governorate and across the West Bank, compelled the evaluation team to postpone the originally planned in-person data collection activities.

Following consultations with RWDS and FPS, the team adapted its approach by using virtual methods to conduct the Key Informant Interviews (KIIs) and organize the Focus Group Discussions (FGDs), prioritizing the safety of stakeholders, beneficiaries, and the evaluation team itself.

In addition, with the approval of RWDS, the evaluation team mobilized and trained project interns to act as enumerators, conducting in-person data collection using a dedicated application to administer questionnaires with the targeted women from the Women Cooperative Coalition (WCC) and its member cooperatives. This adjustment effectively minimized the risks associated with travel within the West Bank, particularly in Jenin Governorate.

The evaluation team highly appreciates the outstanding cooperation and flexibility demonstrated by the project partners, which made it possible to successfully complete the data collection phase despite these substantial and challenging circumstances.

In addition to the challenges mentioned above, the evaluation identified a specific issue related to project indicators. Despite the project's outstanding accomplishments and the high level of satisfaction observed among stakeholders, the evaluation team noted that the formulation of two to three indicators did not align well with the project's operational plans and budget. This misalignment limited the team's ability to directly assess the achievement of these indicators, as their variables did not accurately capture the nature of the project's work or its notable results.

To address this issue and ensure a fair and balanced reflection of the project's achievements, the project team plans to highlight and document accomplishments that go beyond the scope of these misaligned indicators. This approach will help avoid undermining the project's demonstrated successes due to the inaccurate formulation of a small number of indicators, while still maintaining transparency and accountability in the evaluation process.

1.4. The Evaluation Team

The Evaluation was undertaken by Nexus International for Consultancy and Training Company which is specialized in providing consultancy services, training, studies, events organization, technology transfer and innovative solutions to support sustainable development in Palestine and other countries. For this Evaluation, the Nexus Team consisted of the following specialized experts in this field, as follows:

Mr. Mohammed Khaled, Team Leader, Senior M&E and Rural Development Expert: Mohammed Khaled is a senior consultant and livelihood expert with over 23 years of experience in humanitarian aid, recovery, and sustainable development. He holds a Master's degree in *Cooperation for the Development of Rural and Forest Areas by Sustainable Use of Natural Resources* and a B.Sc. in Plant Production and Protection.

He has extensive expertise in Results-Based Management (RBM), project development, monitoring and evaluation, organizational assessment, cooperative development, value chain analysis, gender equality, and women's economic empowerment. His career includes leadership roles such as Director General of *Inash Al-Usra Association* and Country Director of *We Effect*, where he managed large multi-sector programs in Palestine and the region.

Mohammed is also a certified Global GAP auditor and trainer in Quality Management Systems, with a strong track record in agricultural value chain development and international market access. He has led high-level consultancy assignments for UNIDO, FAO, GIZ, and others, including the development of the Palestinian Center for Agricultural Technology Transfer (PALCATT), the Dates Sector Development Plan, and innovative digital extension tools.

In parallel, he has designed and led numerous baseline, midterm, and final evaluations, combining technical expertise with strong strategic planning and financial management skills. As a highly experienced trainer, he has delivered capacity-building programs for cooperatives, NGOs, and institutions across Palestine and internationally, covering RBM, financial management, smart agriculture, climate adaptation, and sustainable livelihoods.

With professional experience spanning 18 countries, Mohammed brings a unique blend of technical, managerial, and policy expertise, making him a recognized expert in agriculture, organizational development, and results-driven programming.

Mr. Mohammed Qalalwa is a senior data analysis and economic statistics expert with over 20 years of experience at the Palestinian Central Bureau of Statistics (PCBS), where he currently serves as Director General of the Economic Statistics Directorate. He holds a Master's degree in Economics from Birzeit University and a B.A. in Statistics and Mathematics.

Throughout his career, Mohammed has led macroeconomic modeling, forecasting, and the development of social accounting matrices and CGE models, and authored numerous national reports on issues such as conflict impacts, COVID-19, and overall economic performance. He is skilled in statistical software (SPSS, STATA, EViews, GAMS) and specializes in survey design, data quality auditing, dashboards, and large-scale dataset analysis.

In addition to his technical expertise, Mohammed has trained researchers, field teams, and institutional staff across Palestine, supporting evidence-based decision-making for public and nonprofit sectors. Internationally, he is a member of the UN Statistical Business Register Task Team and has collaborated with UNCTAD and other global partners on economic modeling and policy design.

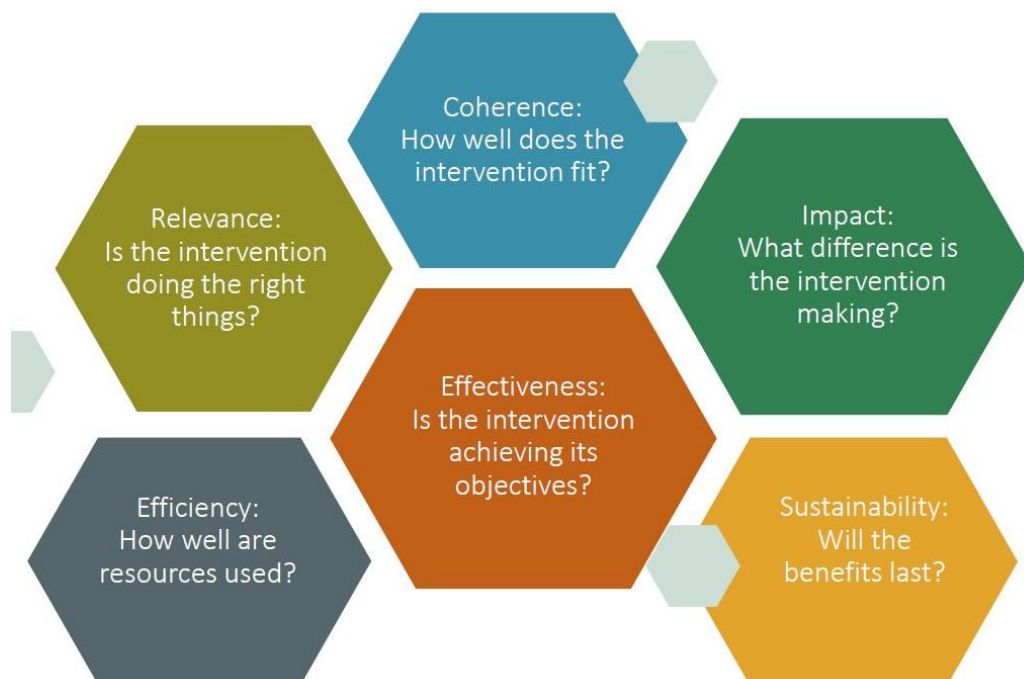
Mrs. Amal Khaled: Researcher and Operations and Logistics Coordinator: Mrs. Amal Khaled is a seasoned Researcher Logistics Coordinator with over 15 years of experience in project coordination, research, event organization, and training, particularly in the fields of gender equality and women's rights. Her extensive work with women's organizations has equipped her with a diverse skill set, allowing her to manage complex projects and lead initiatives that support sustainable development in Palestine and beyond. Amal's qualifications include a Bachelor's degree in Arabic Language and Literature from An-Najah University, further enhancing her strong communication and organizational skills. Currently serving as a Senior Researcher and Operations Manager at Nexus International for Consultancy and Training Co., Amal plays a key role in providing consultancy services aimed at fostering sustainable development. Her expertise in logistical coordination is evident in her management of numerous projects, including external evaluations, strategic planning, and capacity assessments. She has successfully led efforts such as the institutionalization of women's cooperatives and the facilitation of strategic plans for various organizations, including RWDS and Juzoor for Health & Social Development.

The Evaluation Team also included **four enumerators:** Renan Nuairat, Sulafa Abbas, Shatha Sabaan, and Raba' Shaban.

1.5. Questions and Evaluation Criteria

This external Evaluation, requested by RWDS, assessed the Project titled "Building up the capacities of female-led cooperatives and the professional skills of young women by strengthening the Women Cooperative Platform in Jenin Governorate, Palestine" against the six OECD-DAC Evaluation criteria (relevance, coherence, effectiveness, efficiency, impact, and sustainability), and gives recommendations to improve similar future Projects. A set of questions were stipulated for each of the six criteria. These questions and tools for their measurements were documented in the below Evaluation Matrix which was presented in the inception report.

Figure 3: DAC OECD-DAC Evaluation Criteria



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2. Analysis: Evaluation Findings

1.1 Relevance

The project responds to the structural vulnerabilities and systemic barriers faced by rural women in the northern West Bank, particularly in Jenin Governorate. This region, characterized by high unemployment rates—especially among women and youth—rural isolation, and limited infrastructure, presents significant challenges for women seeking to participate in and benefit from economic development. According to the Palestinian Central Bureau of Statistics (PCBS), Jenin has one of the highest unemployment rates in the West Bank (21.3% in 2019), with women (41.9%) and youth (42.2%) disproportionately affected. Against this backdrop, the project aims to strengthen the institutional and productive capacities of women-led cooperatives while also fostering the professional integration of young women.

In 2025, The CWA signed a memorandum of understanding and cooperation with RWDS, aiming to strengthen cooperation and integration between them in serving the development of the cooperative sector. The collaboration aims to build the capacities of cooperative societies and unions, raise community awareness about cooperative principles, and assist them in marketing their products and services.¹

The Project is aligned with the updated version of the **Social Development Sector Strategy 2021-2023**, i.e., the Project contributes to strategic objective #1: Alleviating poverty and its targeted result #1.2. “Poor households and marginalized people are empowered socially and economically”.

The review of the **Ministry of Women’s Affairs (MoWA) Strategy 2025–2027** and the GVA22 Project Document shows clear alignment in priorities, objectives, and approaches. MoWA identifies economic empowerment as a core priority, stressing women’s participation in the labor market, stronger cooperatives, and equitable access to resources. Similarly, the GVA22 project promotes rural women’s right to work in Jenin, focusing on financial, managerial, and production capacities of women-led cooperatives. By consolidating the Women Cooperative Coalition (WCC) and supporting productive units, the project directly advances MoWA’s call for sustainable, gender-responsive opportunities.

MoWA also highlights the need to build institutional capacities and address barriers such as weak governance, lack of financial planning, and exclusion from decision-making. The project responds through training for WCC leaders and graduates in management, finance, quality production, and marketing—strengthening both skills and governance.

The Project is well-aligned with the **National Agricultural Sector Strategy in Palestine** “Resilient and Sustainable Agriculture 2021-2023”. More specifically, the Project contributes to the attainment of three strategic objectives of this plan, which are: “Enhancing the competitiveness and market orientation of the agricultural sector to increase farmers’ incomes and market share”, “Achieving an increase in the production and productivity of the agricultural sector through the adoption of modern technologies and good agricultural practices”, and “Improving the quality of

¹ <https://cwa.pna.ps/>

life and livelihoods of farmers and rural communities by promoting social and economic development and enhancing social protection mechanisms”.

The Project is well aligned with the **National Strategic Plan for Cooperative Sector in Palestine 2021-2023**. The Project contributes to the attainment of all of the three strategic objectives of this plan, which are: “Strategic objective #1: An institutional and legislative environment that enables the cooperative movement to grow and develop”, “Strategic Objective 2: Improved financial and organizational performance of cooperatives” and “Strategic Objective 3: Cooperative work includes new categories and areas of work”.

The project is well aligned with two strategic priorities of the **Country Partnership Framework (CPF) Palestine–Spain 2020–2024**: improving the situation of women as rights-holders in social, political, and economic spheres (SDG 5), and job creation and inclusive economic growth (SDG 9). The GVA22 project’s core focus on strengthening women’s cooperatives, building managerial and productive capacities, and promoting equitable access to markets and financial opportunities mirrors the CPF’s emphasis on gender equality and economic empowerment. By consolidating the Women Cooperative Coalition (WCC) and supporting women-led production units, the project operationalizes the CPF priority of “creating job opportunities and promoting financial self-sufficiency for women.”

Furthermore, the CPF highlights the comparative advantage of Spanish cooperation in advancing SDG 5, particularly in fostering women’s access to economic resources and leadership roles. The GVA22 project contributes directly to this goal by training women leaders, improving cooperative governance, and integrating young graduates into leadership and technical positions, thereby reinforcing institutional sustainability.

The CPF also underscores inclusive growth through agriculture and cooperatives as engines of resilience and job creation, particularly in rural areas. This aligns closely with the project’s activities in Jenin, where cooperatives are modernizing production, adopting new protocols, and expanding their role in local value chains.

As illustrated in Figure # 4, the beneficiary indicate a strong overall validation of the project’s objectives and outcomes across all surveyed groups, though some gender-based differences are evident.

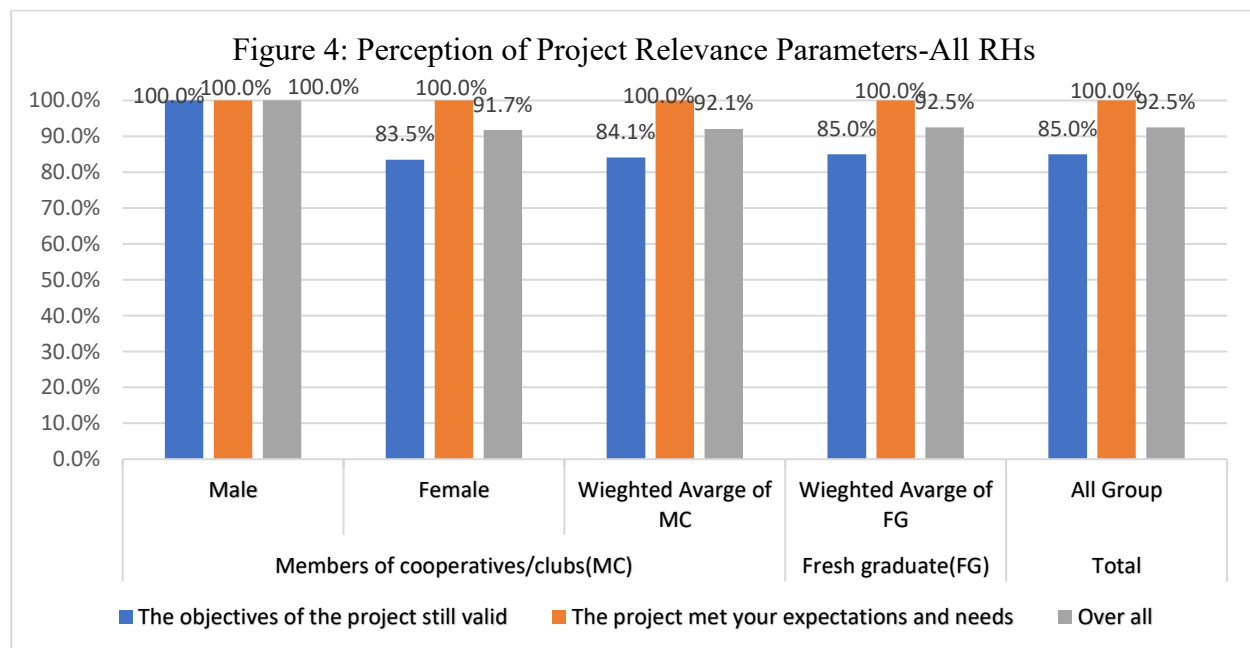
Among **members of cooperatives/clubs**, all male respondents (**100%**) confirmed that the project’s objectives remain valid, while **83.5% of female respondents** shared the same view. This gives a **weighted average of 84.1%** for cooperative members. Among **fresh graduates**, the results were similar, with an overall **85%** confirming that the objectives continue to be valid. When aggregated, the total across all groups stands at **85%**, reflecting broad confidence in the continued relevance of the project.

In terms of whether the project met expectations and needs, the results were unanimous: **100% of respondents from all groups** agreed that their expectations were fully met. This highlights the

project's success in addressing both the immediate priorities of cooperative members and the aspirations of young graduates.

When considering the **overall assessment of relevance**, male cooperative members again expressed full satisfaction (**100%**), while female members reported slightly lower though still very high satisfaction (**91.7%**). This produced a **weighted average of 92.1%** among cooperative members. Fresh graduates rated the project slightly higher at **92.5%**, resulting in a combined overall satisfaction score of **92.5%** across all groups.

Taken together, these results demonstrate that the project has been **highly relevant, effective, and responsive to beneficiaries' needs**, achieving exceptionally high levels of satisfaction. However, the somewhat lower perception among female cooperative members regarding the continued validity of the objectives points to the importance of ensuring that women's evolving priorities—particularly in the context of economic participation and empowerment—are continuously integrated into future project planning.



The **qualitative data** gathered through FGDs and KIIs reinforces these findings. Cooperative leaders repeatedly emphasized that the project was not only relevant but transformative for their work and communities. For example, in **Faqqu'a**, members highlighted: *"The WCC provided great support, helped raise the level of goals and achieve them, and strengthened the women's movement in the town."* In **Burqin**, women described how their perception of the project shifted: *"I was not convinced of the coalition at first... but my view completely changed because the expectations were positive, and it improved my perspective on cooperative work."*

Fresh graduates echoed these sentiments, stressing that the project aligned closely with their own needs and professional aspirations. One graduate explained: *"We helped women go beyond their local markets, improve packaging and branding, and connect them to new opportunities. We became the umbrella that united them under the coalition."* Their accounts illustrate how the

project not only met but exceeded expectations by bridging generational gaps and enhancing inter-cooperative collaboration.

At the same time, some female members pointed to the importance of further addressing evolving priorities, particularly around economic empowerment and advanced skills. In **Arabouneh**, one participant stated: *“Our community perception changed positively, and our husbands’ perception also changed... but we still need more training in areas like feasibility studies to grow further.”*

1.2 Coherence

RWDS has efficiently ensured synergies and interlinkages between this Project and other interventions carried out by RWDS other institutions. The project was largely **supported by complementary interventions**. For example, synergies with **UNDP humanitarian projects** enabled WCC products to be included in food baskets distributed to displaced families in Zababdeh, directly boosting women cooperatives’ visibility and sales. Similarly, collaboration with **Oxfam–RWDS project** strengthened gender policies and upgraded facilities at Kufr Dan Cooperative. These linkages show that other interventions reinforced, rather than undermined, the project’s outcomes.

Several synergies and interlinkages were observed between the project and interventions carried out by other institutions. The UNDP supported the initiative by engaging WCC products in humanitarian aid distribution, while the Municipality of Jenin reinforced sustainability through the establishment of a permanent selling point for WCC products. MoA actively contributed by supporting agribusiness cooperatives and ensuring compliance with technical specifications. Local municipalities, such as Marj Ben Amer, provided logistical support and free premises for activities during both the previous and current project phases. In addition, the CWA remained a key partner, aligning the project with its priorities on gender equality and cooperative development.

The project is highly **consistent with ongoing donor and institutional interventions**, particularly in the agricultural and cooperative sectors. By promoting cooperative-based marketing, branding, and quality control, it complements broader efforts by MoA, CWA, UNDP, and other NGOs working in Jenin. The alignment ensured that resources were not duplicated but rather pooled, as seen in shared use of equipment like tomato and carob pressing machines across associations.

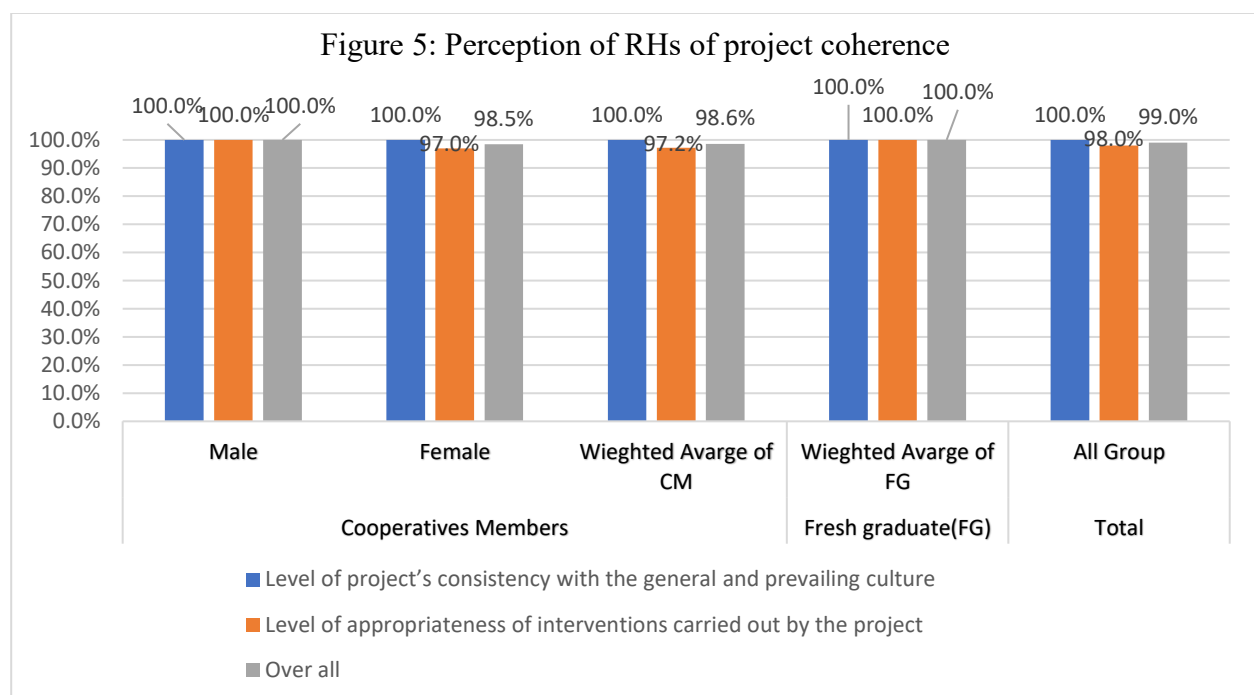
The project is **coherent with the socio-economic and security realities in Jenin**, where poverty, unemployment, displacement, and mobility restrictions are acute. It directly addressed local needs by providing equipment, quality control training, and marketing linkages that were highly valued by cooperatives. Interviews conducted during the evaluation confirmed that the intervention was adapted to local culture and realities: “the project was consistent with the local context, economic and security challenges, and local communities were very supportive”.

The survey findings further confirm the **coherence and contextual appropriateness** of the project. As illustrated in Figure 5, **100% of respondents across all groups** (men, women, and fresh graduates) agreed that the project interventions were fully consistent with the general and

prevailing culture in their communities. This indicates that the project design and activities were culturally sensitive and aligned with local norms and practices.

When asked whether the interventions were appropriate, important, and necessary, the majority of respondents again provided overwhelmingly positive feedback. Among cooperative members, all men (100%) and most women (97%) agreed, resulting in a weighted average of **97.2%**. Fresh graduates confirmed this unanimously (**100%**). The overall average across all groups reached **98%**, demonstrating that beneficiaries widely perceived the interventions as directly relevant to their needs.

Taken together, these results underscore that the project was both **culturally coherent and contextually appropriate**, achieving an overall coherence and relevance score of **99%**. This strongly validates the project's alignment with local realities and its responsiveness to the priorities of both cooperative members and young graduates.



The Project is consistent with several international norms and standards. For instance, it aligns with the Sustainable Development Goals (SDGs) adopted by the United Nations General Assembly in 2015. Specifically, the Project contributes to SDG 5 which seeks to achieve gender equality and empower all women and girls, and SDG 8 which aims to promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

The Project is also consistent with the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW), which was adopted by the United Nations General Assembly in 1979. The Project aligns with CEDAW by promoting women's economic empowerment, which is essential for achieving gender equality and eliminating discrimination against women.

Furthermore, the Project is consistent with the Universal Declaration of Human Rights (UDHR) which recognizes the inherent dignity and equal and inalienable rights of all members of the human family. The Project supports women's rights to work and economic opportunities, which are recognized as fundamental human rights under the UDHR. In addition, the Project is consistent with the International Labor Organization (ILO) conventions and recommendations that promote equal opportunities and treatment in employment and training, and recognizes the right to form and join organizations.

1.3 Effectiveness

Drawing on the Project's results framework, this section reflects on results achievements against their Objectively Verifiable Indicators (OVIs) by analyzing the monitoring information made available by RWDS and FPS and the data collected within this Evaluation. This section provides an overview of Project's team performance, monitoring and Evaluation, any unintended result, and an analysis of the extent to which the Project was effective and has achieved its targets.

Result 1: Strengthened the organizational and managerial capacities of the Women Cooperative Network to better coordinate the sustainable cooperative work in Jenin.

- *OVI 1. Signature of transaction agreements with each of the 11 cooperatives to ensure the financial sustainability of the WCN.*

All **11 cooperatives signed formal agreements** with the Women Cooperative Coalition (WCC). These agreements stipulate a clear financial arrangement requiring **10% of cooperative profits to be transferred to the WCC** in order to sustain its operations. Cooperative leaders highlighted that this mechanism is both practical and viewed positively, as it secures a collective resource base for long-term sustainability. Financial systems were established at the cooperative level to support this process. This ensures that the agreements are not just symbolic but are supported by operational procedures.

The RWDS Project Manager confirmed that the agreements were part of a broader sustainability mechanism, alongside tools like the adoption of **Al-Shamel accounting software**, improved financial systems, and the establishment of a membership-fee model. Together, these steps institutionalize revenue generation for the WCC beyond donor support.

The agreements provide a **direct income stream** to the WCC, enabling it to cover operational costs such as rent, utilities, and logistics. By linking cooperative profits to coalition sustainability, the agreements embed a **collective ownership model**, ensuring that all member cooperatives have a vested interest in maintaining the coalition's viability. This structure strengthens the WCC's **financial independence**, making it less reliant on external donor funding in the medium to long term.

While the agreements were signed and are operational, there are risks related to enforcement and consistency of contributions. As noted, not all cooperatives have the same financial stability, and some rely on municipal facilities or alternative income streams rather than significant profits. This could affect the predictability of contributions over time. Additionally, the WCC is still not fully

registered as a legal entity, which could pose future administrative or legal challenges in formally managing shared revenues.

The indicator has been **achieved as planned**: transaction agreements with all 11 cooperatives are in place, backed by agreed-upon financial contributions, practical bookkeeping systems, and a collective sustainability mechanism. These agreements represent a significant step toward ensuring the WCC's financial autonomy and sustainability, although continued follow-up and formal registration of the WCC remain critical to consolidating these gains.

- *OVI 2. 13 RH members of the WCC's management committee improve their organizational and managerial skills by the end of the project.*

At baseline, the organizational and managerial skills of the WCC's Board of Directors were assessed across multiple dimensions, producing an average rating of 65%. Leadership and governance-related competencies scored relatively high, with leadership, legal and regulatory compliance, governance, communication skills, conflict resolution, networking, membership engagement, and diversity and inclusion each rated at 80%. Strategic planning was more modest at 60%, while financial management and project management stood at 70%. More specialized domains—such as fundraising and resource mobilization, market knowledge, advocacy, risk management, ethical decision-making, knowledge sharing, monitoring and evaluation, and adaptability—were also rated at 60%. The lowest area was conflict of interest management, at 40%, highlighting a clear need for focused development. Importantly, these baseline ratings were self-assessments by the Board and, as noted in the baseline report, may not have fully reflected their real capacities.

By the **end of the project**, the picture had shifted significantly. During the project, 15 RH members of the WCC's management committee—including 4 interns and 11 representatives from the cooperatives (one from each)—successfully enhanced their organizational and managerial skills. This was achieved through two cluster-based training sessions, each lasting three days, which covered cooperative management, financial management, marketing, and production quality assurance. Additionally, members participated in a four-day training on product photography (for interns only), as well as sessions on negotiation skills and e-marketing. However, no individualized coaching sessions were conducted during the project.

The assessment demonstrates a high level of reported improvement in organizational and managerial skills among WCC Board of Directors and fresh graduates, with only minor variations between the two groups, with an overall average score of **90%** (Figure 6).

Leadership and Strategic Skills

Leadership (94%) and strategic planning (92%) showed high levels of improvement, with fresh graduates reaching a perfect score of **100%** in leadership. This indicates that the program successfully enhanced participants' ability to guide, inspire, and set directions for their organizations. Strategic planning, while strong, was slightly lower than leadership, suggesting room for further strengthening of forward-looking planning capacities among both groups.

Financial and Governance Competencies

Financial management (85%), legal and regulatory compliance (88%), and governance (85%) scored relatively lower compared to other skills. Although fresh graduates again achieved 100% in financial management, cooperative members scored lower (84%), highlighting a disparity that may reflect differences in prior exposure and practical application. Governance and compliance remain critical areas that require targeted support to ensure sustainable organizational practices.

Communication, Networking, and Engagement

The highest improvements were observed in communication skills (97%) and membership engagement (97%), demonstrating that the program effectively strengthened the capacity of participants to interact, mobilize, and engage stakeholders. Networking also scored highly at 94%, underscoring enhanced collaboration and partnerships. These strong results suggest that the program built a solid foundation for collective action and knowledge exchange.

Resource Mobilization and Advocacy

Fundraising and resource mobilization (85%) and advocacy (81%) were among the lowest-rated skills. While fresh graduates reached full improvement in fundraising, cooperative members lagged behind, showing that more practical, hands-on guidance may be needed. Advocacy recorded the lowest overall average (81%), signaling a need for focused capacity-building in influencing policies and promoting cooperative interests at broader levels.

Project and Risk Management

Project management (90%), risk management (85%), and monitoring and evaluation (92%) showed robust outcomes, especially with fresh graduates consistently scoring 100%. These results reflect that the program successfully equipped participants with project implementation and risk-handling skills, although cooperatives may still need reinforcement in applying these tools effectively in real-world scenarios.

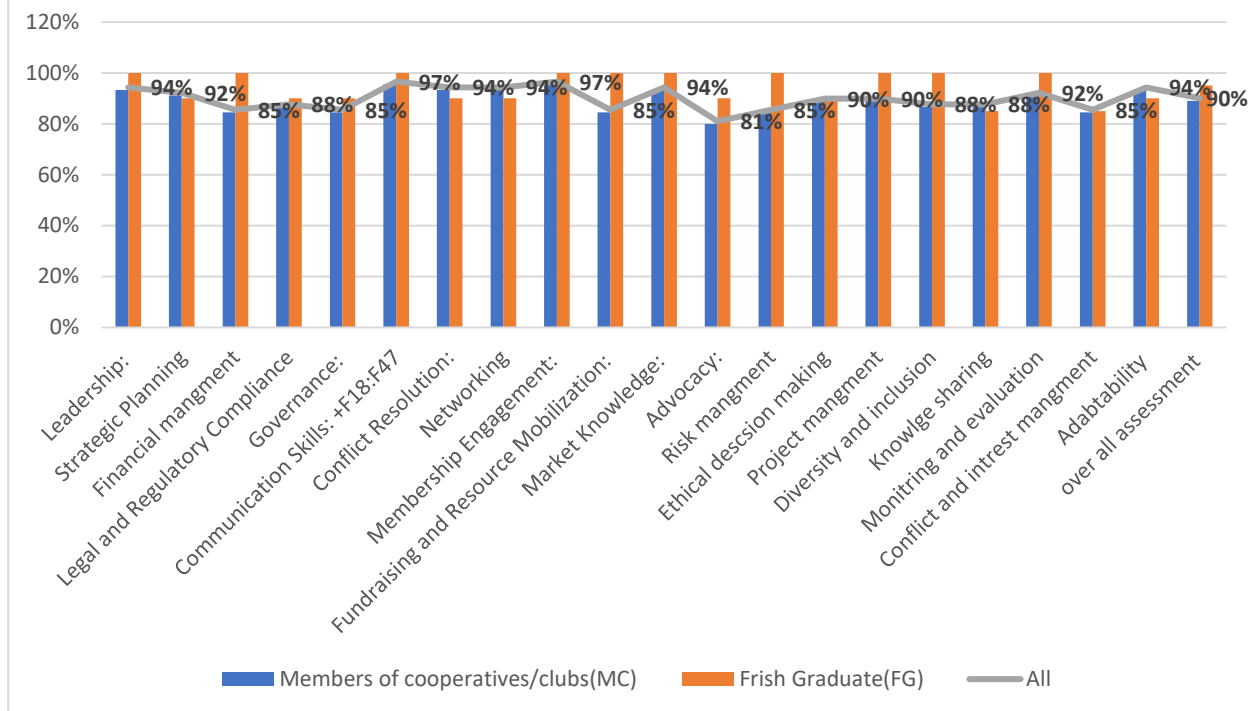
Ethical, Inclusive, and Adaptive Skills

Ethical decision-making (90%), diversity and inclusion (88%), knowledge sharing (88%), and adaptability (94%) demonstrated strong performance. These skills are critical for fostering inclusive, transparent, and resilient organizations. The consistently high results across both groups indicate that participants are well-prepared to manage organizations in dynamic and diverse environments.

Overall Assessment

The overall assessment averaged **90%**, with fresh graduates scoring slightly higher (95%) compared to cooperative members (89%). This reflects the program's success in significantly improving both foundational and advanced organizational and managerial skills, while also highlighting specific gaps in governance, advocacy, and fundraising that require additional attention.

Figure 6: WCC's Board of Directors rating of their organizational and managerial skills



The **qualitative evidence from FGDs and KIIs strongly reinforces these findings**, providing concrete examples of how women leaders and graduates have internalized and applied new skills.

- **Leadership and confidence:** Members of the Burqin cooperative noted a remarkable change in their own perceptions. Similarly, in Arabouneh, women highlighted that their “*personality was enhanced, communication strengthened, and confidence increased*” as a direct result of training and participation.
- **Strategic and collective planning:** Several FGDs emphasized that the coalition helped them think beyond individual cooperative limits. At Fuqoua, members stated: “*The coalition provided great support, helped raise the level of goals and achieve them, and strengthened the women’s movement in the town*”. They pointed to practical results such as the tomato machine project, which not only increased production but also taught them how to plan around resources and demand.
- **Financial and organizational management:** Graduates consistently described mastering financial systems and procedures. One graduate explained that “*introducing Al-Shamel accounting software and working with WCC unified our bookkeeping and improved transparency*”. Cooperative leaders also confirmed these advances, with Kufr Dan reporting: “*We now prepare six-month working plans with budgets and feasibility analysis to ensure viability*”.

- **Communication and networking:** Women repeatedly highlighted how their communication skills had expanded. In Burqin, participants stressed: *“We became more convincing to the local community, and now we are seen as the most active CBO”*.
- **Adaptability and resilience:** The WCC and cooperatives showed adaptability in responding to crises. In Kufr Dan, members stated that participation *“completely changed the lifestyle of some women who previously did not leave their homes”*, emphasizing how confidence and organizational skills empowered women even under restrictive conditions.
- **Graduate contributions:** The fresh graduate group reinforced their role in innovation, saying: *“We helped women go beyond their local markets, improve packaging and branding, and connect them to new marketing opportunities.”*

The indicator has been **overachieved in terms of number of people and underachieved in terms of improvement %**. The combination of quantitative and qualitative evidence confirms that the **15 RH members of the WCC’s management committee have substantially improved their organizational and managerial skills**. At baseline, the WCC Board’s overall capacity was rated at **65%**, with strengths in leadership and communication but clear gaps in areas like conflict-of-interest management and strategic planning. By the end of the project, the overall rating of organizational capacities became **90%**, reflecting substantial progress across nearly all skill areas.

Core competencies—**leadership, communication, networking, adaptability, and membership engagement**—**showed the greatest gains**, while technical areas such as financial management, governance, and advocacy also improved, though they remain priorities for further support. **Fresh graduates excelled in modern management and technical skills**, while **cooperative members strengthened leadership and community engagement**, demonstrating a complementary pattern of growth.

Overall, the project significantly enhanced both the technical and leadership capacities of the WCC management committee, equipping them with stronger skills and greater confidence to sustain and expand cooperative work.

- *OVI 3. At least 10 decision-makers (DB) in the Jenin Governorate have raised awareness about the amendment of the current funding policies to ensure a more inclusive and gender-oriented access to credit for the women cooperatives by the end of the project.*

The evaluation findings suggest that progress toward this indicator was **partial and constrained by contextual challenges**. According to the **RWDS Project Manager/M&E Officer**, awareness efforts were undertaken primarily **through meetings with the Ministry of Agriculture (MoA), the Ministry of National Economy (MoNE), the Chamber of Commerce (CoC), and municipal representatives such as Marj Ibn Amer Municipality**. These interactions provided opportunities to sensitize decision-makers on the barriers facing women cooperatives in accessing credit, and on the importance of more inclusive funding mechanisms.

The **FPS Project Manager** confirmed that some documentation exists—such as **minutes of meetings** and an **awareness video**—but emphasized that the video mainly introduced the coalition

and was “*not specifically directed at the topic of policy amendment.*” Furthermore, the initial focus on cooperative law reform was dropped because, as noted, “*the discussions did not yield tangible progress, and the local context, especially after the outbreak of the war, changed significantly, necessitating a readjustment of the project’s expectations, including this indicator*”.

In practice, the project’s advocacy work with decision-makers became more oriented toward **marketing and visibility challenges** faced by cooperatives rather than directly influencing credit policy frameworks. Despite this shift, interviews highlighted that **decision-makers became more aware of the WCC’s role and women’s contributions**, even if formal amendments to funding policies did not materialize within the project’s timeframe.

Overall assessment: While the project successfully engaged with key stakeholders—including MoA, MoNE, CoC, and local municipalities—and raised general awareness about women’s cooperatives and their financing barriers, the **original intent of securing decision-maker awareness specifically on funding policy amendments was only partially achieved**. Contextual constraints (political instability, war, shifting local priorities) required the project to redirect its advocacy focus toward practical marketing and cooperative visibility issues.

Thus, the indicator can be considered **partially achieved**: decision-makers were engaged and sensitized, but formal and targeted awareness on policy amendment for inclusive access to credit was not comprehensively realized.

Result 2: Strengthened the productive and financial management capacities of women cooperatives in Jenin that are members of the WCN.

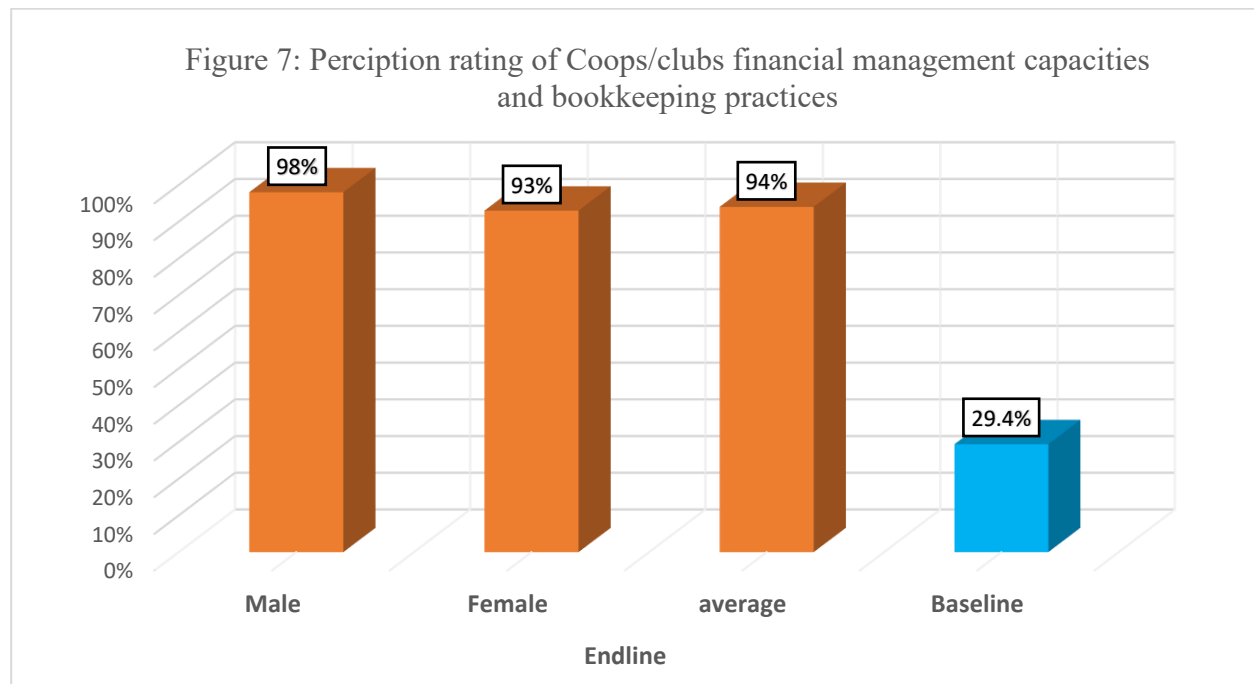
- *OVI 1. 4 newly-incorporated women cooperatives and the 7 previous cooperatives reinforce their financial management capacities and improve their bookkeeping practices by the end of the project.*

At **baseline**, the perception rating of cooperatives’ and clubs’ financial management capacities and bookkeeping practices stood at only **29.4%**, reflecting very limited trust in their systems and highlighting a critical gap in organizational effectiveness. Weak record-keeping and limited financial oversight were key concerns that constrained transparency and accountability.

By the **endline**, the perception rating rose dramatically to an **average of 94%**, demonstrating a **three-fold improvement** compared to the baseline (Figure 7). This represents one of the most significant areas of progress achieved during the project. Notably, male respondents rated the cooperatives’ capacities slightly higher (**98%**) compared to female respondents (**93%**), though both figures indicate very high levels of satisfaction. This gender variation may reflect differences in exposure to or interaction with cooperative financial systems, but the overall trend shows strong confidence across the board.

The steep improvement suggests that the project’s interventions—such as training on financial management, standardized bookkeeping practices, and hands-on support to cooperative members—had a transformative impact. These results are particularly important because financial

credibility is central to the sustainability of cooperatives, enabling them to mobilize resources, build trust with members, and secure external partnerships.



The qualitative findings strongly support this quantitative picture. In multiple FGDs, cooperative members described how the project helped them **adopt structured financial practices, apply modern tools, and build confidence in managing cooperative finances**.

- In **Kufr Dan**, board members highlighted that the project introduced structured planning and financial control: *“We now prepare six-month working plans with budgets and feasibility analysis to ensure viability”*.
- At **Faqqu’a Women’s Club**, participants emphasized the role of training in improving their bookkeeping discipline, stating: *“We learned how to document everything—revenues, expenses, and savings. This gave us more confidence in managing our resources”*.
- Members of **Al Jalameh Cooperative** confirmed that they had introduced internal accountability measures as a result of the project, explaining: *“Before, we didn’t know how to organize the records... now we follow systematic bookkeeping, and everyone can see how the money is managed”*.

WCC stressed that adopting the **Al-Shamel accounting software** was a major breakthrough. As noted in the WCC FGD: *“The software unified our bookkeeping and improved transparency. It helped us move from scattered papers to organized financial reports that we can share with members”*.

At the same time, challenges were acknowledged. Female members in **Arabounch** noted that while they had improved, they still lacked advanced skills in financial analysis: *“We became better at recording and following up, but sometimes we need additional support to understand feasibility*

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studies and long-term planning". This mirrors the survey results, where women reported more moderate improvement than men, reflecting differences in exposure to financial management roles.

Overall assessment: Taken together, the survey data and qualitative evidence confirm that the **11 cooperatives have significantly reinforced their financial management and bookkeeping practices**. Overall, the leap from **29.4% to 94%** is clear evidence of enhanced transparency, improved record-keeping, and strengthened financial management practices within the targeted cooperatives and clubs.

- *OVI 2. 11 women cooperatives reinforce their production capacities and adopt new production protocols by the end of the project.*

At **baseline**, the financial and production assessments revealed significant gaps in cooperative capacities. The **baseline value for production protocols was zero**, as confirmed during all FGDs. Cooperative members reported that their production capacities were limited to their current production levels, given the tools, inputs, and technologies available. Importantly, while participants expressed willingness to adopt more advanced techniques to increase their capacities, they were unable to provide projections of potential improvements.

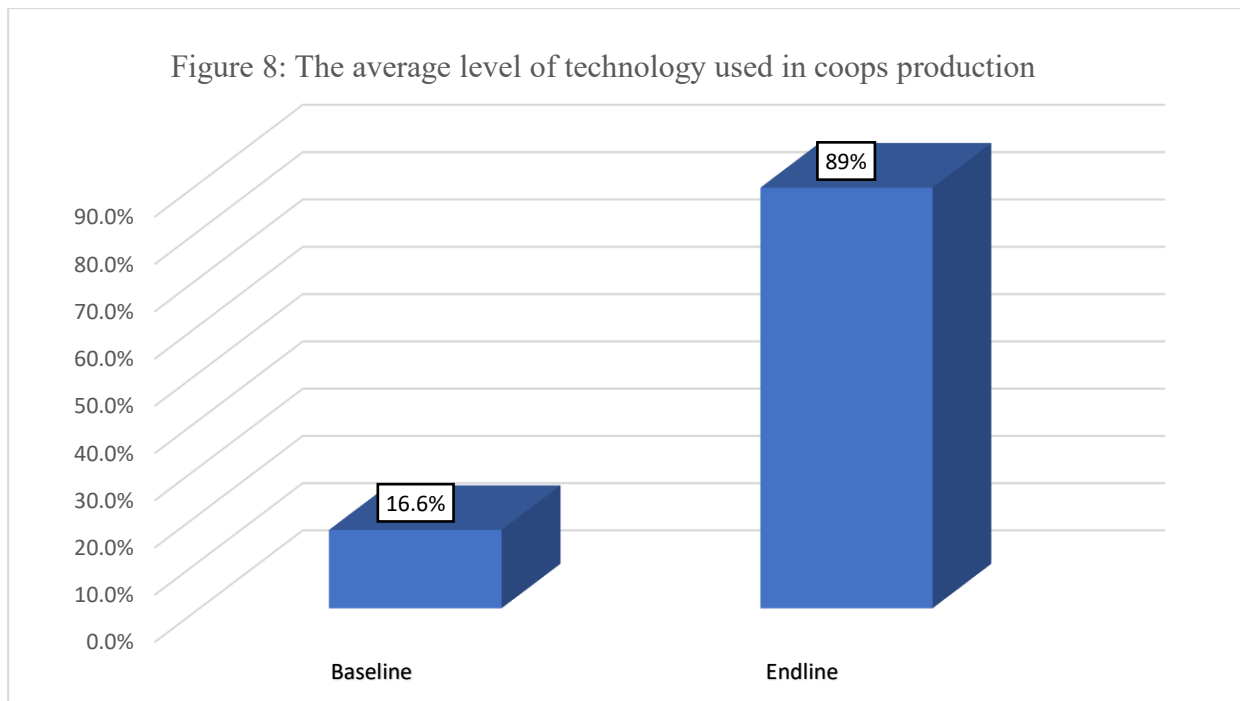
While a number of **new production protocols for the main WCC products** were successfully developed, they were **finalized only toward the end of the project** and therefore have not yet been fully introduced or adopted by the member cooperatives. This means that while the groundwork for standardized production has been laid, practical uptake and consistent application will require follow-up beyond the project's implementation period.

The use of technology in cooperative production witnessed a remarkable transformation over the course of the project. At **baseline**, the average level of technology adoption was just **16.6%**, indicating that most cooperatives were relying on traditional, labor-intensive practices with limited mechanization or digital tools. This low baseline highlighted a major barrier to efficiency, scalability, and competitiveness.

By the **endline**, the average level of technology use had risen sharply to **89%**, representing more than a **fivefold increase**. This dramatic improvement underscores the effectiveness of project interventions that promoted the introduction of modern equipment, upgraded production techniques, and digital tools to support cooperative operations. The shift suggests that cooperatives are now better positioned to enhance productivity, ensure quality control, and meet market demands more efficiently.

The scale of improvement also highlights a cultural and organizational shift within the cooperatives, as members moved from traditional reliance on manual practices to embracing innovation and modern technology. This not only improves efficiency and output but also strengthens the long-term sustainability of the cooperatives by aligning them with evolving market and consumer expectations.

Overall, the rise from **16.6% to 89%** reflects a transformative outcome, with technology integration becoming one of the most significant achievements of the project in strengthening cooperative competitiveness and resilience.



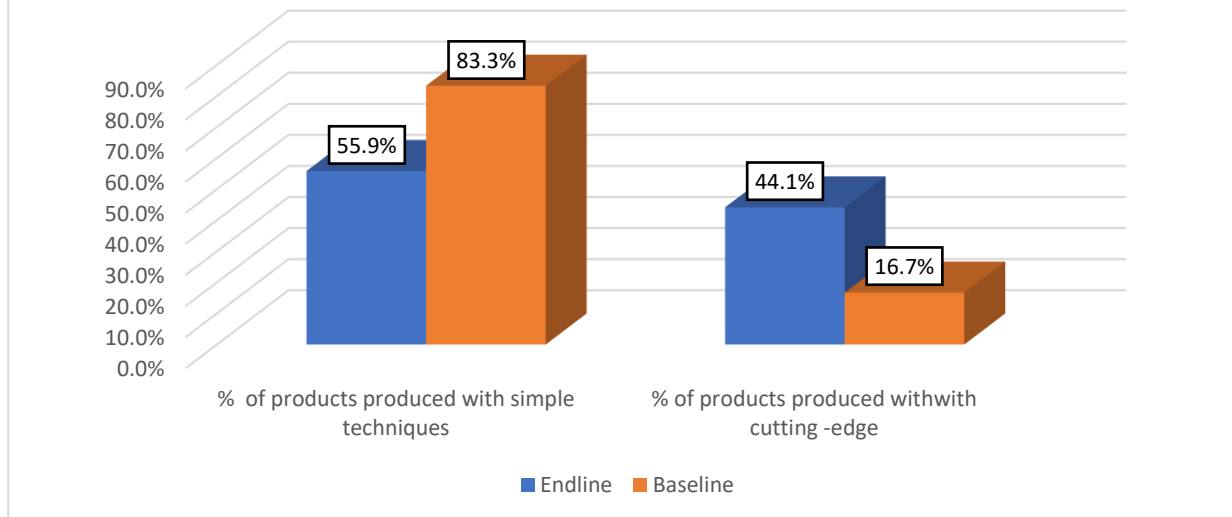
The comparison between baseline and endline results demonstrates a substantial shift in the production methods used by cooperatives, reflecting significant progress toward modernization. At **baseline**, the vast majority of products (**83.3%**) were produced using simple, traditional techniques, while only **16.7%** relied on advanced or cutting-edge methods. This distribution indicated a heavy dependence on low-technology approaches, limiting efficiency, product quality, and competitiveness in broader markets.

By the **endline**, the situation had changed markedly. The proportion of products produced using simple techniques dropped to **55.9%**, while those relying on advanced, cutting-edge methods rose to **44.1%**. This represents nearly a **threefold increase** in the use of advanced production techniques, highlighting the impact of project interventions that introduced modern equipment, improved processing technologies, and capacity-building activities for cooperative members.

The shift signifies not only an improvement in efficiency and productivity but also a qualitative leap in the cooperatives' ability to produce higher-value, market-ready goods. Advanced methods are often linked with better quality assurance, longer product shelf-life, and the ability to diversify into new product lines—all of which contribute to improved market access and sustainability.

Overall, the transition from **16.7% to 44.1%** of products being produced with cutting-edge techniques illustrates a strong trend toward modernization. While simple methods still dominate slightly more than half of production, the balance is clearly shifting, positioning cooperatives to compete more effectively in both local and external markets.

Figure 9: comparing simple versus advanced production methods



In addition to new equipment and protocols, cooperatives also benefited from **quality control training**, particularly in areas of hygiene and safety. Members consistently stressed the value of these trainings in professionalizing their work and improving market credibility. As noted by one participant: *“We learned how to maintain hygiene and quality standards, which made our products more trusted by the community and the market.”* The RWDS team reinforced this point, explaining that *“strengthening production capacities was not limited to equipment, but also included training on hygiene, safety, and standardized protocols, which enabled women to professionalize their work and increase market competitiveness.”* The FGDs provided further examples of the impact of production support:

- In **Faqqu’a**, women explained how new equipment transformed their production: *“The tomato machine project allowed us to produce at larger scale and higher quality. Before, our production was small and traditional, now it is systematic and more efficient.”*
- Members of **Burqin Cooperative** emphasized the improved credibility of their products: *“We became more organized in our production lines, the quality improved, and the community started to trust our products more.”*

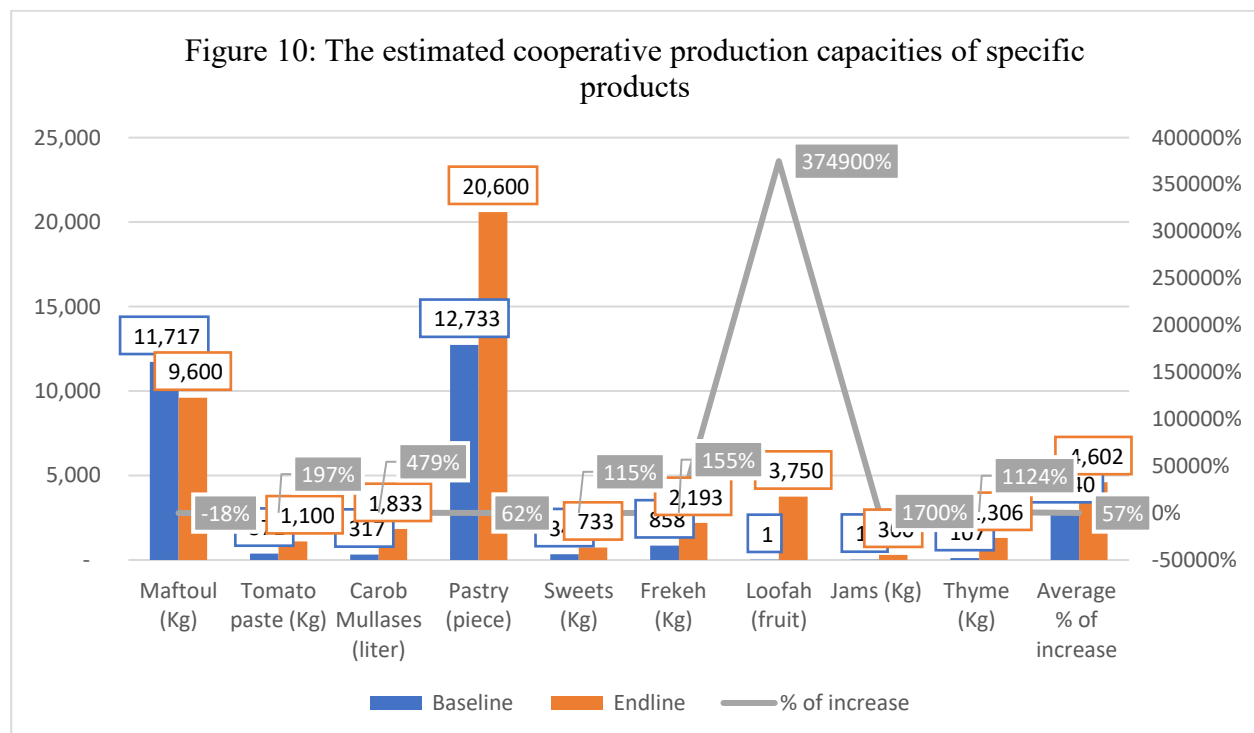
The assessment of cooperative production capacities demonstrates significant overall growth, with an average increase of **57%** across all products. This outcome highlights the project’s strong contribution to enhancing productivity and supporting cooperatives in expanding their operations. The results, however, reveal considerable variation between product categories, reflecting both areas of remarkable success and specific challenges.

Several products recorded exceptional growth. Loofah production expanded dramatically from only one fruit at baseline to **3,750 fruits at endline**, an increase of **374,900%** that suggests the establishment or revitalization of this product line. Jams production rose from **17 kg to 300 kg**, representing a **1,700% increase**, while thyme production grew from **107 kg to 1,306 kg**, an

1,124% increase. Carob molasses also performed strongly, with nearly a fivefold increase of **479%**, signaling strong potential for niche, value-added product development.

Other products saw more moderate but still significant improvements. Tomato paste production nearly tripled from **371 kg to 1,100 kg (197% increase)**, while frekeh output rose from **858 kg to 2,193 kg (155% increase)**. Sweets production more than doubled, moving from **342 kg to 733 kg (115% increase)**. Pastry production showed more gradual progress, rising by **62%**, yet still indicating steady growth in response to market demand.

The one exception to these positive trends was **maftoul**, which decreased from **11,717 kg to 9,600 kg**, a decline of **18%**. This reduction may be attributed to a combination of factors, such as shifting cooperative priorities, higher input costs, or market fluctuations. While this decline is notable, it is outweighed by the significant growth achieved in most other product categories.



Overall assessment: The project achieved a transformative impact on cooperative production capacities, moving from a baseline of limited technology use (16.6%), simple methods (83.3%), and absence of protocols to significant modernization. By endline, technology adoption reached 89%, and nearly half of products (44.1%) were produced with advanced methods, reflecting both efficiency gains and cultural shifts toward innovation. Production capacities grew by an average of **57%**, with exceptional increases in high-value products such as loofah, jams, thyme, and carob molasses, though maftoul production declined slightly. Alongside equipment, training in hygiene, safety, and quality standards strengthened market credibility and women's empowerment. While the groundwork for standardized production has been laid, sustained support is needed to consolidate these gains, ensure full protocol adoption, and stabilize traditional products. Beyond

the technical gains, the interventions also had important **social impacts**, including enhanced confidence, increased visibility, and changing perceptions of women's roles in production.

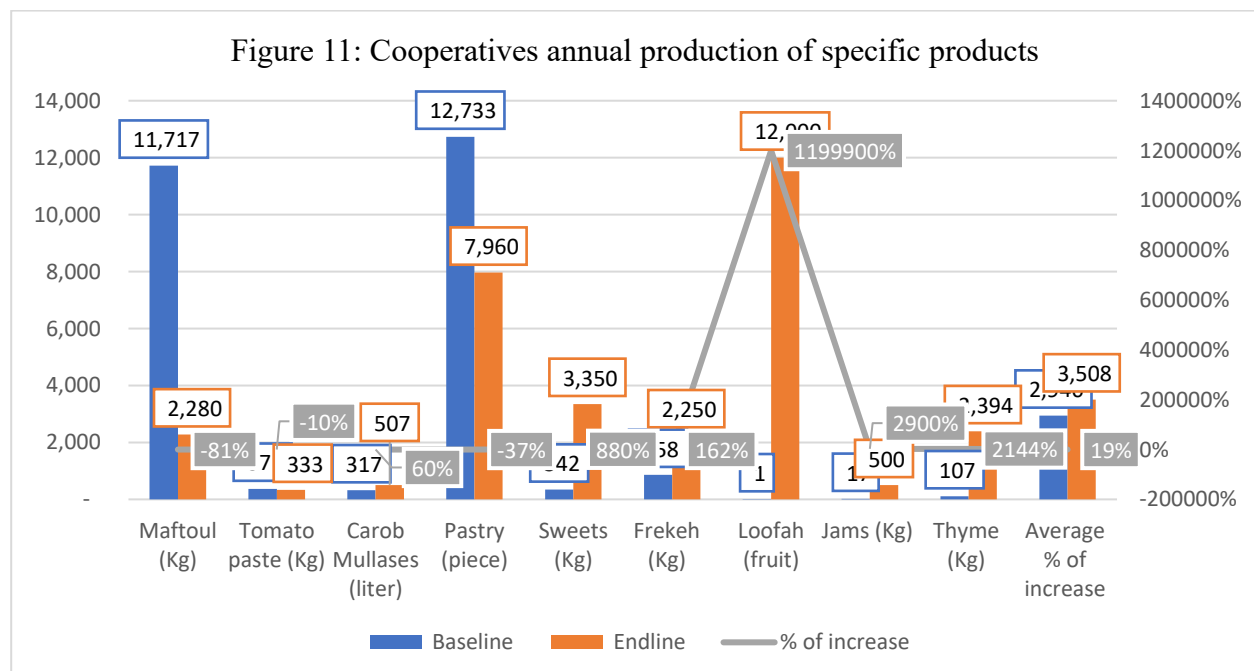
- *OVI 3. Increase of at least 30% of the production in 11 women cooperatives reported by the end of the project.*

The assessment of annual cooperative production shows a **more modest overall growth**, with an average increase of **19%** across all products. This indicates progress, but at a slower pace compared to earlier production capacity estimates, and reflects both positive achievements and ongoing challenges.

Some products recorded **extraordinary gains**. Loofah production expanded from a single fruit at baseline to **12,000 fruits at endline**, representing an unprecedented **1,199,900% increase**. Similarly, thyme production rose from **107 kg to 2,394 kg (2,144% increase)**, jams increased from **17 kg to 500 kg (2,900% increase)**, and sweets grew from **342 kg to 3,350 kg (880% increase)**. Frekeh also showed strong growth, increasing by **162%**. These results highlight significant diversification and scaling in high-value and niche products.

Other products, however, **declined in production**. Maftoul dropped sharply by **81%** (from 11,717 kg to 2,280 kg), pastry decreased by **37%**, and tomato paste fell by **10%**. These reductions suggest possible shifts in cooperative priorities, market demand, or resource allocation. In contrast, carob molasses increased moderately by **60%**, indicating steady though less dramatic growth.

Overall, the results point to a **dual trend**: while traditional staple products such as maftoul, pastry, and tomato paste experienced declines, niche and value-added products expanded rapidly, driving the overall positive average increase. This shift reflects cooperatives' growing focus on diversifying production and moving toward more specialized, higher-value markets, though stabilizing traditional product lines remains a key challenge for sustainability.



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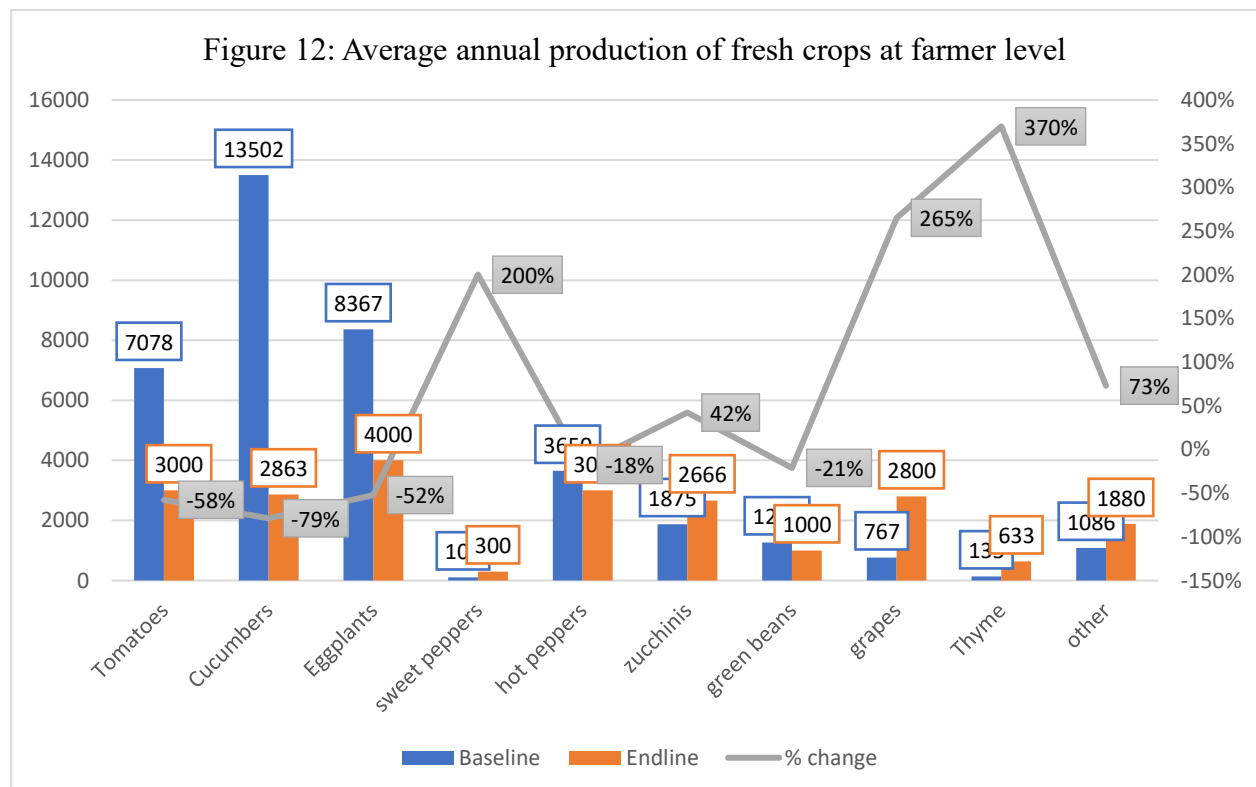
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At farmer level, the comparison of **baseline** and **endline** data on average annual production across various crops reveals a **mixed performance**, with both significant improvements in certain products and declines in others. Overall, the **average increase of 72%** highlights a positive trend in productivity, although individual crops showed a range of results.

Products with Significant Gains: Several crops recorded substantial increases, including **grapes**, which saw an impressive **265% increase**, rising from **767 kg to 2,800 kg**. Similarly, **thyme** production grew by **370%**, from **135 kg to 633 kg**, reflecting a shift towards high-value, niche crops. **Sweet peppers** also showed a remarkable improvement, increasing by **200%** from **100 kg to 300 kg**. These results highlight the potential for marketable diversification and value-added products within farmer production.

Moderate Increases: Other products, such as **zucchini**s and **other crops**, showed more moderate improvements, with **zucchini**s increasing by **42%** (from **1,875 kg to 2,666 kg**) and **other crops** increasing by **73%** (from **1,086 kg to 1,880 kg**). These increases reflect steady growth and a broader adaptation of improved practices, although not as dramatic as the high-value crops.

Declining or Stable Production: However, some staple crops experienced declines. **Tomatoes**, **cucumbers**, and **eggplants** saw notable reductions in production, with **tomatoes** dropping by **58%** (from **7,078 kg to 3,000 kg**), **cucumbers** by **79%** (from **13,502 kg to 2,863 kg**), and **eggplants** by **52%** (from **8,367 kg to 4,000 kg**). Additionally, **hot peppers** and **green beans** decreased by **18%** and **21%**, respectively. These declines suggest possible challenges in production practices, market demand, or resource allocation, requiring targeted interventions to stabilize and improve these staple crops.



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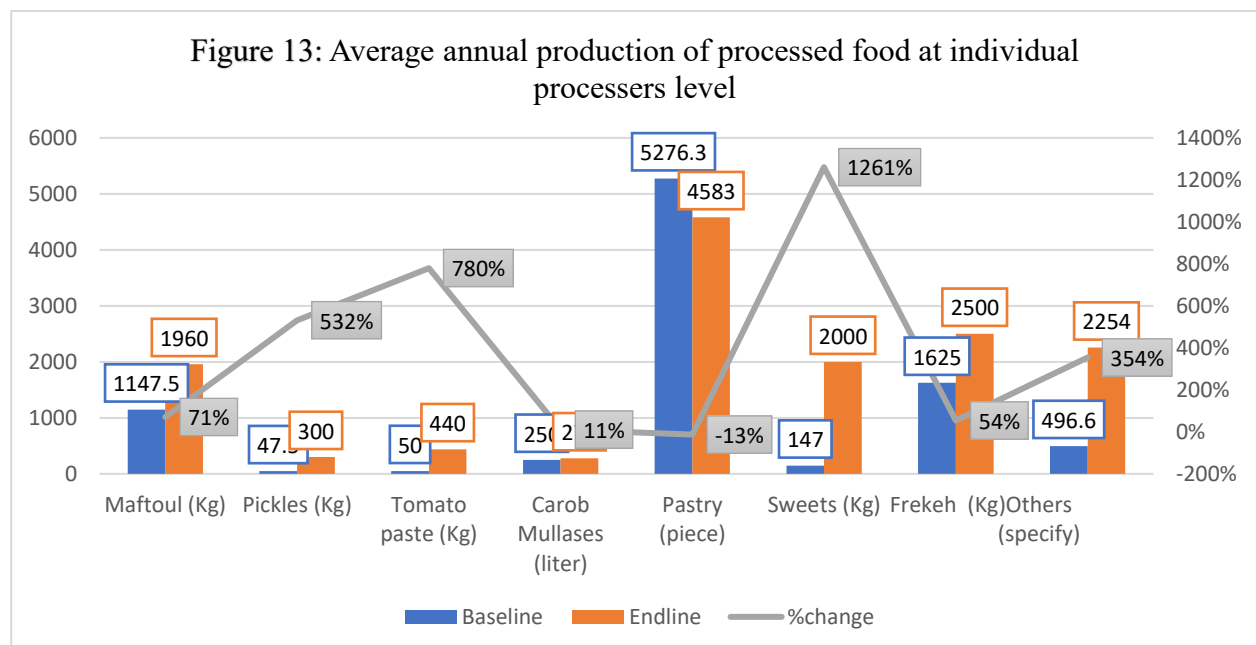
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The data reveals significant growth in the processed food production capacities of **individual processors**, with an overall **average increase of 58%**. This increase demonstrates that the project interventions were effective in expanding production volumes and supporting the diversification of product offerings, although some products showed a mix of gains and challenges.

Products with Exceptional Growth: Certain products experienced remarkable increases in production. **Pickles** saw the highest percentage increase, with production rising by **532%**, from **47.5 kg to 300 kg**. Similarly, **tomato paste** production grew by **780%**, from **50 kg to 440 kg**, while **sweets** showed an extraordinary **1,261% increase**, from **147 kg to 2,000 kg**. These results highlight the success of the project in helping processors scale up production of value-added, marketable products, particularly those with strong consumer demand.

Moderate Increases: **Maftoul** production increased by **71%**, rising from **1,147.5 kg to 1,960 kg**, signaling steady growth in this staple product, though less dramatic than the value-added items. Similarly, **frekeh** production grew by **54%**, from **1,625 kg to 2,500 kg**, reflecting a positive trend in the processing of traditional products. **Carob molasses** saw a more modest increase of **11%**, from **250 liters to 277 liters**, indicating that while there was growth, it remained relatively limited.

Declining Production: The only product that saw a decline was **pastry**, which decreased by **13%** from **5,276.3 pieces to 4,583 pieces**. This reduction could be attributed to shifts in market preferences, resource allocation, or production challenges faced by the processors.



Overall assessment: The project has delivered substantial progress in the production capacities at both the cooperative and individual processor levels, though some challenges remain. **At the cooperative level**, the overall production increase was modest, with an **average increase of 19%** across all products. **At the farmer level**, overall production increased by an average of **72%**, driven by strong gains in high-value crops. **At the individual processor level**, the overall increase was **58%**.

Result 3: Strengthened the marketing capacities and business presence of the agricultural products of women cooperatives part of the WCN in Jenin.

- *OVI 1. At least 80% of the targeted women in the cooperatives report an improvement in the competitive advantage of their products marketed through the WCN by the end of the project.*

The project has resulted in a **substantial improvement** in the overall **competitive advantage** of the members' products, as seen in the shift from the **baseline** to the **endline** results. At baseline, the **overall competitive advantage rating** was **63%**, reflecting the need for improvements across several areas. The **quality of products** and their **innovation compared to competitors** had a baseline rating of **69%**, but by the endline, this rose dramatically to **96%**, demonstrating significant strides in product development and innovation. **Brand reputation** also improved, increasing from **70%** to **94%**, highlighting enhanced market presence and consumer trust.

In terms of **distribution effectiveness**, cooperatives made major strides, rising from **65%** at baseline to **94%** at endline. This suggests better logistical capabilities and market penetration. Similarly, **compliance with industry regulations** and **sustainability practices** saw remarkable improvements, with **compliance rising from 59% to 91%**, and **sustainability practices increasing from 59% to 93%**, indicating that cooperatives became more aligned with market standards and environmentally responsible practices.

The **level of technology** used in production processes by coops' members also saw a sharp increase, from **51%** at baseline to **90%** at endline, reflecting the successful introduction of modern technologies and methods. Finally, the **effectiveness of product positioning in the market** improved significantly, from **67%** at baseline to **92%** at endline, showcasing the cooperatives' enhanced ability to market and position their products effectively.

From the institutional side, the RWDS project team confirmed that interventions were not limited to equipment but also included quality-control training. As the Project Manager noted: *“Strengthening production capacities was not limited to equipment, but also included training on hygiene, safety, and standardized production protocols, which enabled women to professionalize their work and increase market competitiveness.”* These insights support the dramatic improvements in compliance with industry standards (from 59% to 91%) and sustainability practices (from 59% to 93%).

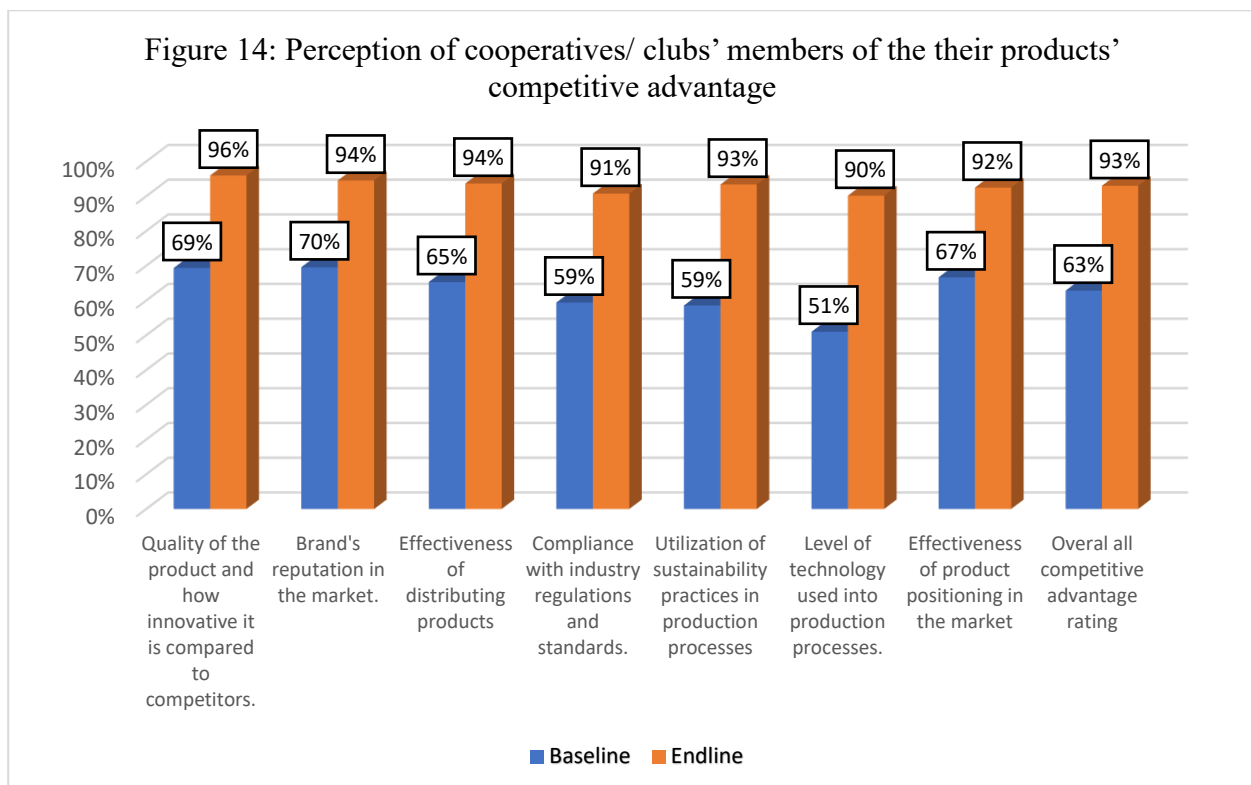
In several FGDs, women acknowledged their initial reliance on simple, traditional methods but explained how training and exposure built their confidence in adopting more advanced tools.

The effectiveness of product positioning in the market rose from 67% to 92%, reflecting stronger strategic visibility and competitiveness. At the **Arabouneh Cooperative**, women highlighted how the establishment of new production units expanded both capacity and social recognition: *“We now have a manufacturing unit that did not exist before... our community perception changed*

positively, and our husbands' perception also changed." This qualitative insight explains the marked progress in positioning and visibility, which rose from 67% to 92% in the survey.

Gender-disaggregated results show that while men consistently reported higher ratings at baseline, women closed much of the gap by the evaluation stage. For example, women's assessment of product quality rose from 66% to 96%, distribution effectiveness from 61% to 93%, and technology utilization from 50% to 90%. These shifts indicate that interventions have successfully enhanced both men's and women's roles in strengthening product competitiveness, though men still report slightly higher perceptions across most parameters.

Overall, the **average increase** in competitive advantage was **30%**, with the endline rating reaching **93%**, a significant leap from the baseline score of **63%**. These results underscore the success of the project in strengthening the cooperatives' competitive positioning, improving product quality, expanding market reach, and ensuring alignment with industry standards and sustainability practices.

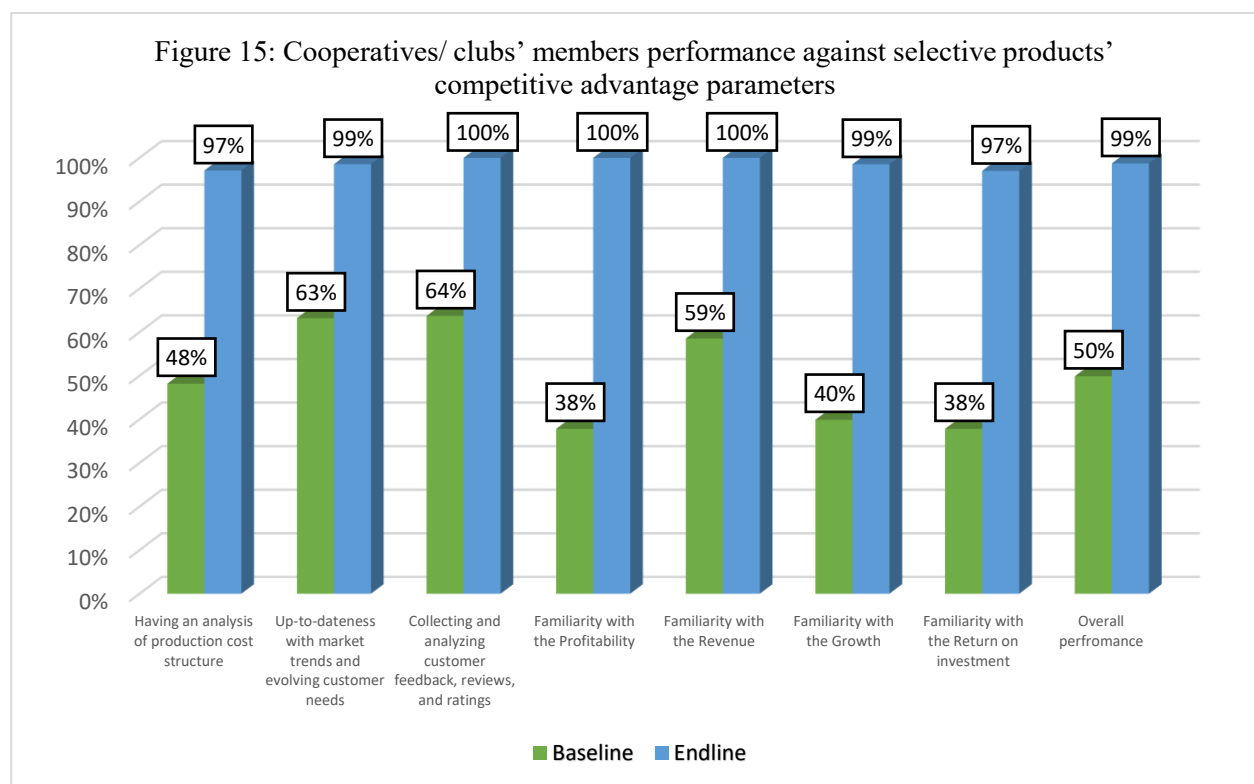


In terms of **cooperatives members performance against selective products' competitive advantage parameters**, they showed **exceptional progress** in their ability to evaluate and manage key business parameters, as evidenced by the shift from **baseline** to **endline** results. At **baseline**, the **overall performance rating** was only **50%**, indicating significant gaps in critical areas such as financial analysis, market awareness, and customer engagement. However, by **endline**, their overall performance had surged to **99%**, showcasing the effectiveness of project interventions in enhancing strategic management and operational capabilities.

The **analysis of production cost structure** saw a dramatic improvement, increasing from **48% at baseline** to **97% at endline**, signaling that cooperatives became much more adept at understanding and managing their production costs. Similarly, cooperatives improved their **up-to-date knowledge of market trends** and **evolving customer needs**, with this parameter rising from **63% to 99%**, reflecting better alignment with market dynamics and customer demands. The ability to **collect and analyze customer feedback, reviews, and ratings** also reached perfection, rising from **64% to 100%**, indicating a strong shift towards customer-centric business practices.

In terms of **financial management**, cooperatives demonstrated remarkable growth. Familiarity with **profitability** and **revenue** both increased from **38% and 59%** at baseline to a full **100%** by endline, showing their increased capability to manage financial outcomes effectively. **Familiarity with growth metrics** and **return on investment** also saw significant gains, rising from **40% and 38%** to **99% and 97%**, respectively. These improvements in financial literacy and strategic planning reflect a broader shift towards more sustainable and profitable business practices.

Overall, the cooperatives made significant strides in **all competitive advantage parameters**, with the **overall performance rating** increasing from **50% at baseline** to **99% at endline**, positioning them for long-term success in a competitive market. This progress underscores the value of the project's support in fostering improved business acumen, strategic thinking, and operational effectiveness across the cooperatives.



The results indicate that respondents estimate their **overall market share at 21%** compared to competitors in their targeted markets. When disaggregated by gender, male respondents estimated a slightly higher market share (**25%**) compared to female respondents (**21%**). While this suggests

that both men and women recognize their competitive presence, the overall figure reflects that producers collectively hold about one-fifth of the market, leaving substantial room for growth and expansion. The slight gender gap may also point to differences in access to market opportunities, visibility, or scale of production between men and women. Overall, while cooperatives and producers have secured a notable share, continued efforts in marketing, branding, and scaling production will be essential to further strengthen their competitive position.

Overall assessment: The assessment of products' competitive advantage demonstrates a **remarkable transformation** between baseline and evaluation, marked by substantial gains across all parameters and a sharp narrowing of gender gaps. Cooperatives and producers have significantly improved in product quality, branding, distribution, sustainability practices, and technology adoption, with average competitiveness rising from 63% to 93%. Equally important, women—who initially lagged behind men across most measures—have nearly closed the gap, reporting dramatic improvements in quality, distribution, and technology use. Qualitative evidence from FGDs and KIIs confirms that new equipment, standardized production protocols, and quality-control training were pivotal in driving these changes, while also enhancing community trust and recognition of women's contributions. The near-perfect scores in advanced skills such as cost analysis, profitability, and market trend awareness highlight strengthened financial literacy and strategic planning capacities. While producers now hold an estimated 21% of their targeted markets, these results point to a **solid foundation for future growth**, with sustained efforts in marketing, branding, and scaling production essential for deepening competitiveness and ensuring long-term equity between men and women.

- *OVI 2. At least 20 women and 5 young female graduates in the cooperatives report an increase in their marketing skills by the end of the project.*

At the **baseline**, the marketing skills of the **WCC's Board of Directors** and **cooperative members** were assessed as relatively modest, with the **Board** scoring an average of only **36%** and **cooperative members** and **fresh graduates** scoring an average of **61.7%**. The assessment revealed significant gaps, particularly in **digital marketing**, **SEO**, **content creation**, **email marketing**, **graphic design**, and **analytics**. The Board's ratings in these areas were particularly low, ranging between **20% and 40%**, reflecting a lack of familiarity with modern marketing tools and strategies. Fresh graduates, while showing slightly stronger **self-assessments**, averaged **61.5%**, with notable strengths in **communication (80%)**, **networking (80%)**, and **SEO (77%)**. However, they also identified weaknesses in **graphic design (29%)** and **ROI measurement (43%)**, indicating uneven proficiency across key marketing skills. These baseline results underscored the **limited technical marketing capacity** of both groups and revealed a need for comprehensive training to boost confidence and competence in these critical areas.

The project addressed these gaps through a **nine-day Training of Trainers (ToT)** program, focusing on **negotiation skills** and **digital marketing**. This training, conducted for **four fresh graduate participants**, aimed to enhance their capabilities in **management**, **negotiation**, **e-marketing**, and **photography**, combining theoretical instruction with practical exercises. The trained fresh graduates then served as **local trainers**, transferring the knowledge and skills they

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had acquired to approximately **55 board members** from the 11 participating cooperatives and clubs. This approach enabled a **multiplier effect**, allowing the training to reach a broader audience and improve the overall marketing skills of the cooperatives' leadership.

By **endline**, the marketing skills of both groups had shown **substantial improvement**. **Cooperatives/clubs' members** rated their **marketing skills** with an average of **84%**, while **fresh graduates** scored **96%**, leading to an **overall average of 85%** (**Figure 16 and 17**). Key areas of growth included **digital marketing**, where **cooperative members** scored **84%** and **fresh graduates** rated themselves **90%**, and **content creation**, which saw an increase from **78%** for cooperative members to **90%** for fresh graduates. The biggest improvement was in **communication skills**, with both groups achieving a perfect score of **100%** by the end of the project. Additionally, there were notable improvements in **analytics and ROI measurement**, **brand management**, and **customer-centric mindset**. These results reflect the **success of the training initiatives**, which effectively elevated the marketing competencies of both cooperatives' members and fresh graduates, positioning them to better compete in the market. Women in Arabouneh noted: *"We now participate in exhibitions and sell outside our village—this was not possible before the project."* These testimonies explain why distribution effectiveness and market positioning rose so sharply in the evaluation scores.

While the **fresh graduates** consistently scored higher across most parameters, both groups made impressive strides, particularly in areas like **analytics**, **creativity**, and **adaptability**. These improvements demonstrate the project's positive impact on **marketing knowledge** and **practical application**, enabling cooperatives and graduates to strategically navigate the competitive landscape and improve their market positioning. This shift indicates that the **cooperatives' marketing capabilities** have become far more robust and aligned with modern market demands. They described how training allowed them to turn theoretical knowledge into practice: *"We learned how to package and brand products in ways that attract customers. Before, labels were basic; now, our products stand out on shelves,"* explained a graduate in Jenin.

Overall assessment: At baseline, marketing capacities were modest—averaging **36% for the WCC Board** and **61.7% for cooperative members and graduates**, with particularly weak performance in digital tools such as SEO, graphic design, and analytics. Through a nine-day Training of Trainers (ToT) program on negotiation and digital marketing, followed by peer-to-peer knowledge transfer, these gaps were effectively addressed. By endline, cooperative members rated their marketing skills at **84%**, and fresh graduates at **96%**, producing an overall average of **85%**. Key gains were observed in **digital marketing (84% for cooperatives, 90% for graduates)**, **content creation (78% → 90%)**, and **communication skills (100% for both groups)**. Qualitative evidence reinforced these results, with women noting new abilities to sell beyond local markets and to professionalize packaging and branding. While fresh graduates consistently scored higher across most parameters, both groups demonstrated significant progress, particularly in analytics, creativity, and adaptability. These outcomes confirm that the project successfully strengthened marketing competencies, enabling cooperatives and young graduates to better position their products, expand market access, and respond to modern business demands.

Figure 16: RH rating of their marketing skills

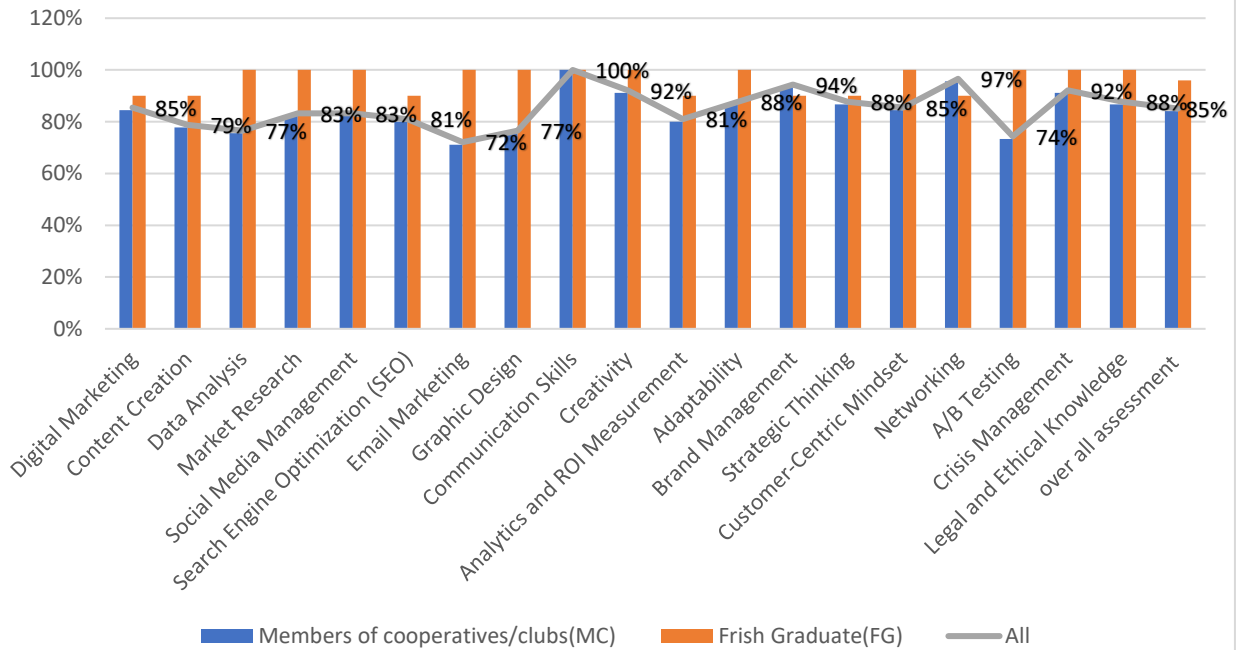
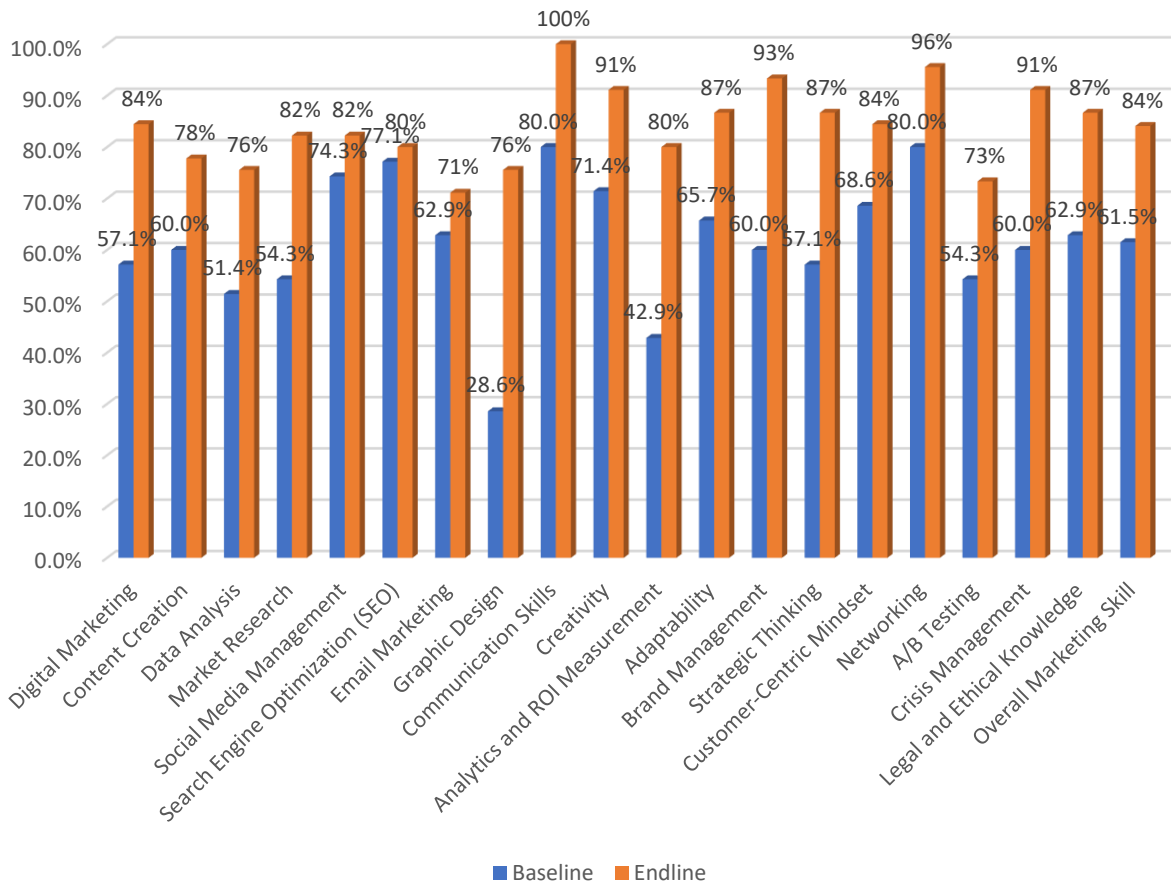


Figure 17: RH rating of their marketing skills



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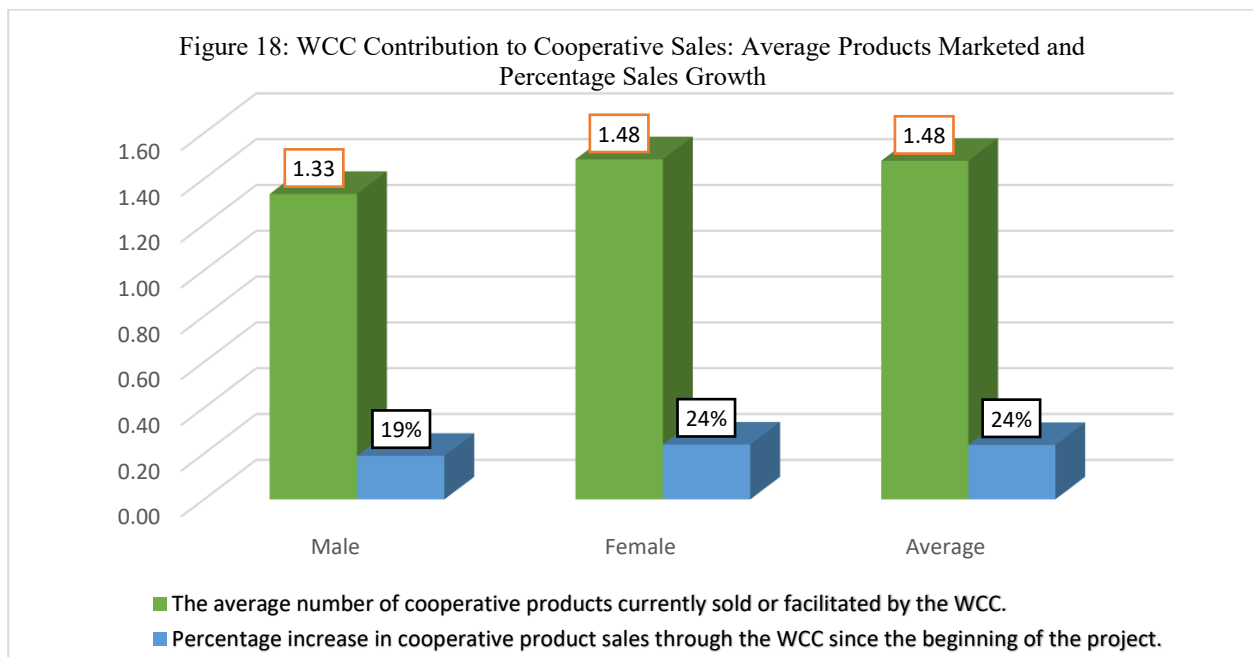
- *OVI 3. 11 cooperatives report at least a 30% increase in the visibility and sales of their products traded/ facilitated through the WCN by the end of the project.*

The evaluation results show that the **Women's Cooperative Coalition (WCC)** play a decisive role in supporting marketing and sales efforts. All **respondents (100%)** confirmed that the WCC contributes to selling and marketing their products. This unanimous response highlights the centrality of WCCs as a collective platform for market access, visibility, and sales facilitation. It demonstrates that WCCs are not only effectively fulfilling their role but are also perceived as indispensable by all members in helping producers reach markets and improve their competitiveness. This also suggests strong cohesion, reliance, and trust in the cooperative structure as a driver for economic empowerment and product promotion.

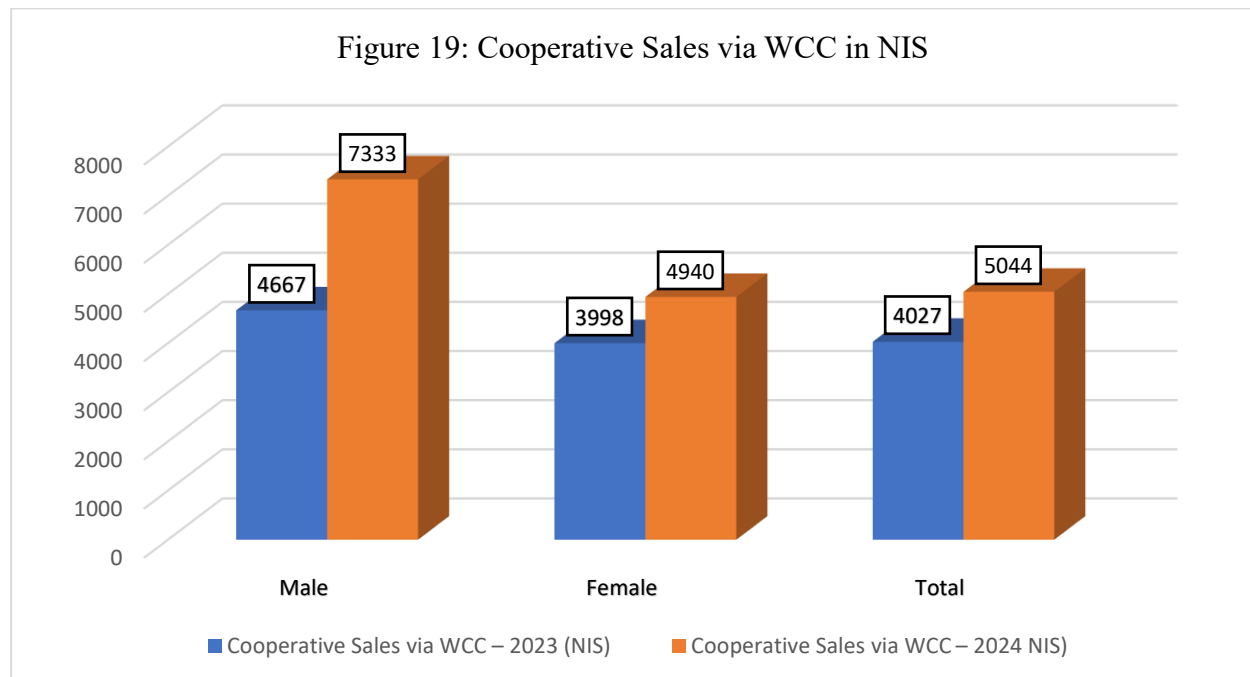
The data indicates that, on average, each cooperative has about **1.48 products** currently being sold or facilitated through the Women's Cooperative Committees (WCCs). When disaggregated by gender, male respondents reported a slightly lower average (**1.33 items**) compared to female respondents (**1.48 items**), suggesting that women's cooperatives may have a slightly broader product portfolio marketed through the WCCs.

In terms of sales performance, respondents estimated an overall **24% increase in cooperative product sales** through the WCCs since the beginning of the project. Disaggregation shows that female respondents estimated a higher growth rate (**24%**) compared to males (**19%**), reflecting that women may be benefiting more strongly from the WCC platform in terms of sales expansion.

Overall, these findings highlight the important role WCCs play in expanding market access and boosting sales, with women's cooperatives showing slightly stronger engagement and gains. This underscores the WCCs' contribution not only to facilitating sales but also to enhancing the inclusiveness and competitiveness of women-led cooperatives.



The data confirms this notable increase in cooperative sales facilitated through the Women's Cooperative Committees (WCCs) between 2023 and 2024. In 2023, the **average total sales volume** across cooperatives was **4,027 NIS**. By 2024, the overall sales volume increased to **5,044 NIS**, reflecting a **25% growth** within just one year.



The evaluation shows that all 11 cooperatives (100%) sell their products under the shared WCC trademark *Nab' Al-Khairat*, while some have also developed additional individual trademarks for their own products. All cooperatives, (100%) reported full trademark ownership or participation in a shared trademark system. This universal adoption demonstrates strong institutional and branding development across cooperatives, ensuring that all products are marketed under a recognized identity. Such collective and individual trademarking not only strengthens market visibility and consumer trust but also provides cooperatives with a competitive advantage by protecting their products and enhancing their long-term positioning in the market.

The qualitative evidence from the FGDs and KIIs strongly reinforces these survey findings and provides concrete examples of how the WCC has become indispensable in marketing and sales. Across multiple discussions, cooperative members repeatedly emphasized that the WCC was “the umbrella” that brought visibility and collective strength to their products. One fresh graduate explained: *“We helped women go beyond their local markets, improve packaging and branding, and connect them to new opportunities. We became the umbrella that united them under the coalition.”* This highlights the WCC’s role in both sales facilitation and market positioning.

In Burqin Cooperative, participants stressed how WCC-backed sales channels boosted consumer trust: *“We became more organized in our production lines, the quality improved, and the community started to trust our products more.”* Similarly, women from Arabouneh Cooperative linked WCC-supported marketing with both economic and social gains: *“our community*

perception changed positively, and our husbands' perception also changed." These accounts demonstrate that beyond sales figures, WCC-supported marketing has shifted community perceptions, improving the credibility of women's products and roles.

The KIIs with RWDS also confirmed that the WCC's contribution went beyond exhibitions or temporary outlets. The RWDS project team noted that the coalition deliberately pursued permanent selling points and supermarket agreements to ensure sustainability: *"Strengthening production capacities was not limited to equipment, but also included marketing and branding, which enabled women to professionalize their work and increase competitiveness."*

Overall assessment: All of the **11 cooperatives (100%)** reported increased visibility and strengthened sales through the Women's Cooperative Coalition (WCC). Respondents unanimously acknowledged the WCC's critical role in marketing and sales facilitation, underscoring its indispensability as a platform for collective visibility and competitiveness. On average, each cooperative had **1.48 products** marketed through the WCC, with women's cooperatives showing slightly broader portfolios than men's (1.48 vs. 1.33). Sales performance data indicates a **24% overall increase** in cooperative product sales since the project's inception, with women reporting stronger growth (**24%**) compared to men (**19%**). Between 2023 and 2024, total cooperative sales volumes rose from **4,027 NIS to 5,044 NIS**, marking a **25% increase** in just one year.

Additionally, all cooperatives (100%) adopted the shared **Nab' Al-Khairat trademark**, with some developing sub-brands, strengthening both collective identity and consumer trust. FGDs and KIIs confirmed that WCC-backed marketing not only expanded sales channels but also shifted community perceptions, boosting women's credibility and leadership. Beneficiaries repeatedly described the WCC as "the umbrella" that unified cooperatives, enhanced packaging and branding, and opened new markets. These results demonstrate that the project successfully enhanced cooperative visibility, market access, and competitiveness, though the target of a full **30% sales increase** was narrowly missed, with results averaging closer to **24–25%**. Nonetheless, the combination of collective branding, permanent selling points, and expanded marketing channels confirms the strong institutional impact of the WCC on women's economic empowerment and cooperative sustainability.

- *OVI 4. Signature of 5 new permanent agreements with providers and supermarkets as a result of the increased business presence of the WCN at the end of the project.*

The indicator was fully achieved. The WCC signed five new permanent agreements with providers and supermarkets, enhancing the market stability and visibility of cooperative products. These agreements not only expanded distribution channels but also institutionalized the WCC's presence in the local market, providing cooperatives with a stronger and more sustainable commercial foundation.

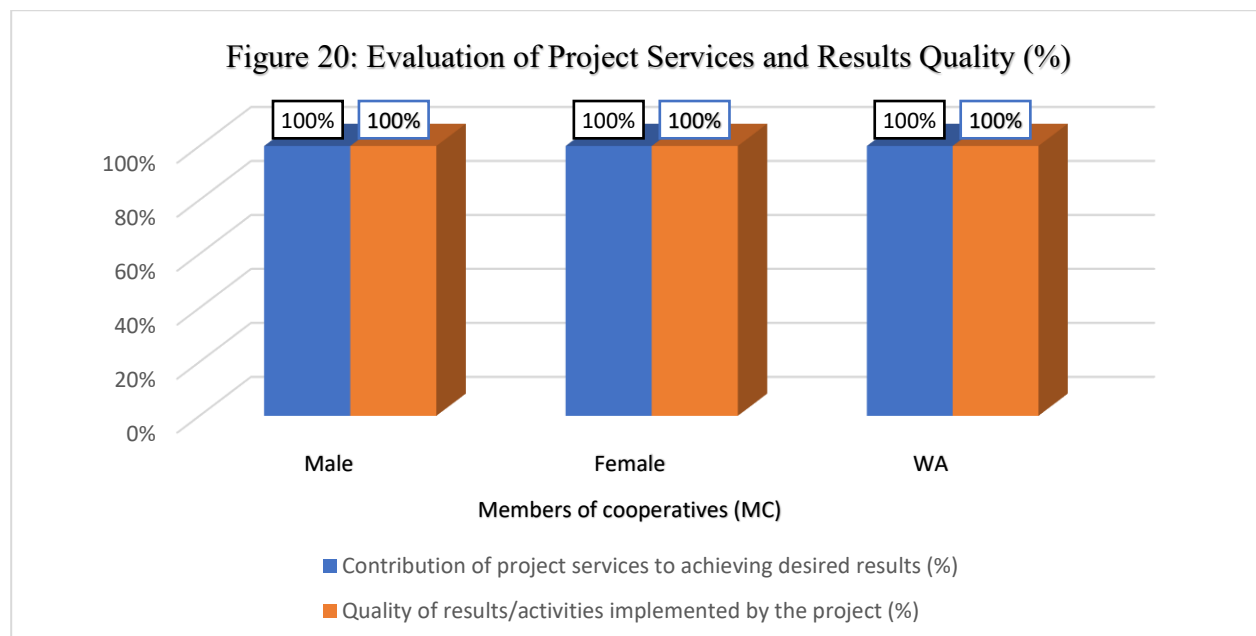
These agreements covered a range of cooperative products—including thyme, tomato paste, carob molasses, loofah, dairy products, and pickles—and were designed to secure more stable and predictable outlets for women cooperatives' production. Participants noted that **all cooperatives**

benefited from the deals, either directly through product sales or indirectly through enhanced visibility of the WCC brand. For example, in Burqin, members stressed that the agreements “helped increase the visibility and sales of our products,” while in Al Jalameh, members emphasized that the agreements “gained us the trust of the local community.”

KIIs further confirmed that these agreements were the result of the WCC’s strengthened **business presence** through exhibitions, branding, and marketing campaigns. The RWDS project team explained that product placement in shops and permanent selling points were part of a deliberate strategy to move beyond temporary exhibition sales toward long-term market linkages.

Other Effectiveness aspects

The evaluation results demonstrate unanimous agreement among cooperative members regarding both the **contribution and quality of project services**. All male and female respondents (100%) confirmed that the services created and enhanced by the project effectively contributed to achieving the desired results, underscoring the project’s strong relevance and alignment with beneficiary needs. Similarly, the quality of activities and results implemented was rated at 100% by both men and women, indicating a high level of satisfaction with the standards, delivery, and impact of project interventions. This consistency across gender groups reflects the project’s success in ensuring inclusiveness, equity, and excellence in implementation. Taken together, these findings highlight that the project was not only highly effective in achieving its intended outcomes but also recognized by beneficiaries for the quality and value of its contributions.



Several **unplanned achievements**, at the outcome level, were recorded across the cooperatives, reflecting improvements in organizational capacities, market access, and production. Many cooperatives expanded their membership and strengthened community outreach, such as Arabbouneh and Burqin, which saw notable increases in new members and improved credibility, with Burqin being recognized as the most reliable and active CBO in its community. Similarly,

Faqqu'a and Arabbouneh highlighted increased women's participation and enhanced members' confidence, communication, and overall well-being. On the production side, Faqqu'a reported significant gains through the introduction of a tomato pressing machine, which not only boosted efficiency and reduced waste but also created an additional income stream and attracted unexpected demand from neighboring villages. In terms of market expansion, Al Jalameh established a new linkage in Nablus with multiple shipments underway, while Kufr Dan achieved breakthroughs in accessing markets outside the governorate and even exporting abroad despite mobility restrictions. Collectively, these outcomes demonstrate how the project's interventions catalyzed broader organizational growth, production efficiency, and market outreach well beyond the planned scope.

In regards of main challenges faced RHs during Project implementation, as illustrated in Figure # 13, The findings indicate that cooperatives encountered a series of critical challenges during the implementation of the project, most of which were directly tied to the political and security environment. The most commonly reported obstacle, mentioned by **100% of both male and female respondents**, was the repeated closures, mobility restrictions, and military incursions—particularly in Jenin—which severely disrupted cooperative operations. Similarly, **restricted market access due to checkpoints and security conditions** was reported by all male respondents and **88% of female respondents**, highlighting how mobility constraints significantly limited trade opportunities and outreach.

Another key challenge was the **lack of security affecting cooperative work and external engagement**, reported by **68% of respondents overall**, with women (**70%**) more affected than men (**33%**). Other difficulties, though less frequently cited, included **disrupted supply chains and limited access to raw materials (10%)**, **challenges in coordination and communication between cooperatives due to unstable conditions (12%)**, and **low participation of women in certain activities (3%)**.

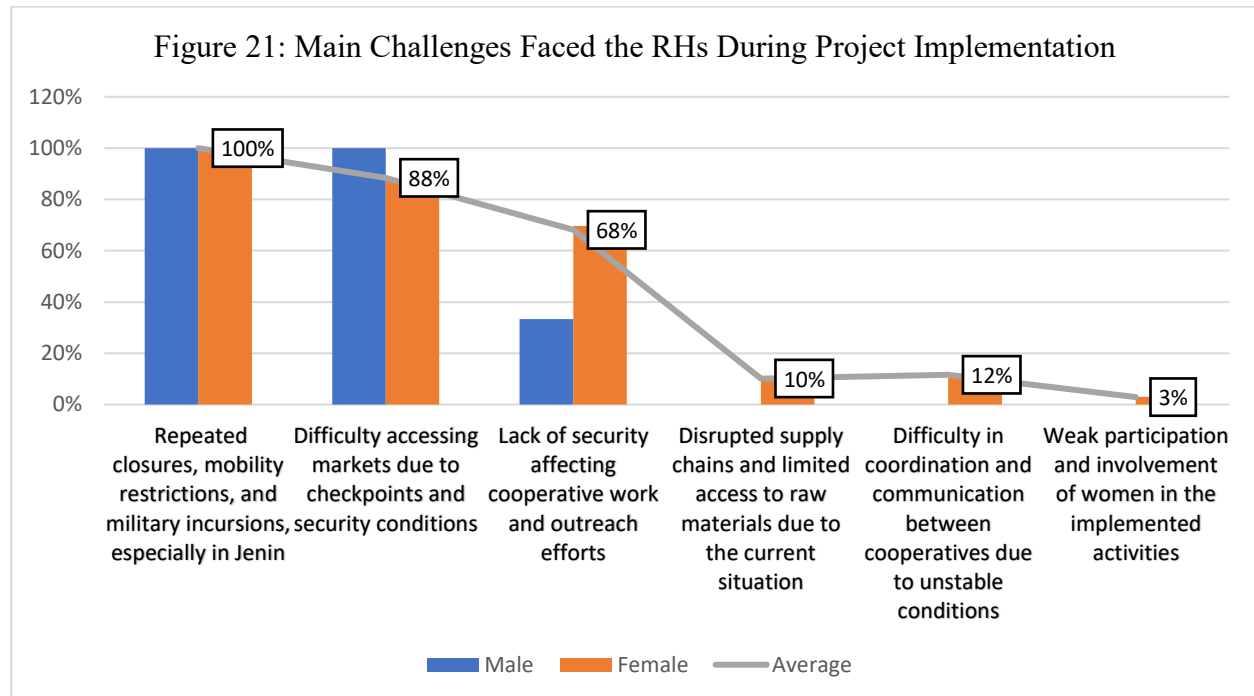
Overall, the evidence underscores that **security and mobility restrictions were the most severe and universal barriers**, undermining both market access and cooperative functionality. While issues such as supply chain disruption and weak coordination were less common, they nonetheless expose vulnerabilities that limit cooperatives' resilience under unstable conditions. Importantly, the data also suggests that women experienced some challenges—particularly related to security and coordination—more acutely, underscoring the need for **targeted measures to strengthen women's participation and ensure equitable resilience across genders**.

Project Partners also reported some challenges during the implementation process and how they had handled them. Here are some of these challenges:

Security Situation: The fragile security situation in Jenin Governorate posed a significant challenge throughout the project's implementation. Project partners were forced to adjust activity timelines and adopt additional safety measures, such as organizing cluster-based trainings instead of one central event, due to Israeli military operations in Jenin camp. Continuous monitoring of the security context, coupled with regular communication and updates, enabled RWDS and FPS

to proactively adapt and ensure staff safety. This strong coordination allowed activities to proceed in a timely manner while minimizing risks to project personnel and resources.

Human Resources: RWDS, as a relatively small NGO, does not always have the full range of human resources required to manage all aspects of a complex project. FPS’s technical support and direct involvement in implementation therefore played a crucial complementary role. This contribution was highly valued by RWDS management and the project team (KIIs), as it not only ensured effective delivery but also helped transfer know-how and strengthen institutional capacities.



As for project team’s performance, FGD participants consistently highlighted the project team’s professionalism, noting their ethical conduct, flexibility, and spirit of collaboration. Beneficiaries also expressed strong appreciation for RWDS’s respectful and dignity-centered approach to communication and implementation, which they felt fostered trust and inclusiveness throughout the project. The FPS Project Manager also affirmed the strong performance and commitment demonstrated by RWDS management and the project team.

The evaluation findings indicate that while the **results matrix (logical framework)** demonstrates a fair level of coherence between the Project’s general objective, specific objective, results, and activities, some weaknesses in indicator formulation limited its effectiveness. Some of the OVIs were only partially SMART; some combined multiple variables within a single indicator, creating challenges for measurement and reporting. For example, OVI 3 (“11 women cooperatives adopt a financial, productive, and marketing plan by the end of the project”) grouped three distinct variables into one indicator, yet no corresponding activities or budget lines were allocated to adequately support its achievement. This reflects a significant design error in the logical structure.

Furthermore, some indicators were found to be overly ambitious, particularly those related to business performance, given the project's limited timeframe and resources. In some cases, the formulation of indicators did not align well with the operational plan or budget, restricting the evaluation team's ability to directly assess progress. To address this limitation, the evaluation team intends to highlight and document complementary accomplishments that go beyond the strict scope of these problematic indicators, ensuring that the project's distinguished achievements are fairly reflected.

Another important issue relates to advocacy and policy-related indicators. While documentation such as meeting minutes and an awareness video exists, the video primarily introduced the coalition and was not specifically directed at policy amendment. The initial focus on cooperative law reform was eventually dropped, as discussions yielded little tangible progress and the outbreak of the war in 2023–2024 significantly altered the local context. Consequently, advocacy efforts shifted toward addressing marketing and visibility challenges faced by cooperatives rather than pursuing formal amendments to credit policy frameworks. Nonetheless, interviews confirm that decision-makers became more aware of the WCC's role and women's contributions, even if structural policy changes did not materialize within the project period.

Overall, while the project achieved outstanding results and generated a high level of beneficiary satisfaction, weaknesses in indicator design—particularly unclear language, over-ambition, and misalignment with resources—posed challenges for monitoring and evaluation. These lessons underscore the importance of developing precise, realistic, and well-resourced indicators in future programming to ensure that achievements are both measurable and fully captured.

A baseline study was conducted at the beginning of the Project, establishing concrete reference values for all OVIs in relation to their respective variables. While RWDS does not have a comprehensive written M&E system in place, a Project Monitoring and Evaluation (M&E) Plan was developed by an external consultant (the baseline consultant). The M&E plan is structured around the project's intervention logic and guided by a comprehensive results framework. For each level of intervention, the specific indicators were measured against corresponding baseline values and agreed targets to be achieved by the end of the project in 2025. The plan also specifies the means of verification and data collection instruments—such as surveys, focus group discussions, key informant interviews, project reports, and financial/administrative records—to ensure accuracy and reliability of findings. Responsibilities for data collection and reporting were clearly assigned to designated project staff, with RWDS taking the lead role and FPS providing oversight and quality assurance. Data collection was specified to be conducted at set intervals, combining routine monitoring with periodic assessments, to track progress consistently and provide timely evidence for decision-making, accountability, and adaptive management throughout the project cycle.

However, partners did not prepare a monitoring method sheet, also known as a "definition sheet," for each indicator prior to implementation, which would have enabled more systematic data collection and analysis. A follow-up tool was developed jointly by FPS and RWDS to monitor

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project results. While useful, this tool—prepared in Excel format—had several limitations, particularly in integrating qualitative data and since it is directed to document the status of project activities implementation not monitoring of indicators achievements. As a result, the project could have benefited more from the full implementation of the developed M&E plan. M&E activities were carried out jointly by the RWDS M&E Officer and the FPS Project Manager. While the RWDS M&E Officer demonstrated modest technical knowledge and experience in M&E, they exhibited strong project coordination skills that contributed positively to monitoring processes.

1.4 Efficiency

Since 2001, FPS and RWDS have built a solid partnership characterized by trust, close coordination, and effective communication. Over the years, this collaboration has evolved into a strong institutional relationship, enabling smoother implementation of joint initiatives. Both organizations have consistently sought opportunities to expand their cooperation in rural development, with a special emphasis on promoting the economic and social empowerment of Palestinian women.

Both the local partner staff (RWDS) and the expatriate staff (FPS) have been fully engaged in coordinating the Project. RWDS M&E Officer was responsible for the day-to-day management of the Project activities and maintained clear and consistent communication with the RWDS Field Officer, which has helped to ensure the proper implementation of monitoring and Evaluation activities (kindly see the evaluation remarks on project monitoring performance). RWDS financial and Procurement departments have provided the needed support for implementing the different Project activities.

The coordination of the Project involved close collaboration between RWDS staff and FPS expatriate experts, ensuring smooth execution across all components. The RWDS M&E Officer took the lead in managing daily operations, working in constant coordination with the Field Officer to facilitate project monitoring and evaluation (Please refer to the evaluation remarks on monitoring performance). Meanwhile, the Financial and Procurement departments of RWDS played a pivotal role in providing the logistical and administrative backing necessary for the timely and efficient delivery of project activities.

The FPS Project Manager demonstrated strong commitment through continuous coordination with RWDS, actively engaging in scheduled activities, and closely monitoring both technical and financial aspects of the Project. This hands-on approach, combined with RWDS's operational involvement, was instrumental in ensuring smooth implementation and achieving results. In her KII, Haneen Zidan, CEO of RWDS, highlighted the effective day-to-day collaboration between the two organizations at both management and operational levels. Similarly, Sergio, the FPS Project Manager, noted that the established procedures were functioning well and that consistent follow-up was maintained. He emphasized that, given RWDS's relatively small size and multiple ongoing projects, his close technical support and direct involvement in implementation provided important added value. RWDS management and project staff (KIIs) confirmed that this

contribution was highly appreciated, as it not only supported delivery but also facilitated knowledge transfer and strengthened institutional capacity.

FPS, in collaboration with RWDS, prepared and submitted three technical and financial reports (two interim and one final) to the donor on time and in line with the required format. Throughout project implementation, RWDS ensured full compliance with its procurement regulations. Open competition was applied in all procurement processes, which proved essential for securing both competitive prices and high-quality works and goods. For each tender, RWDS and FPS jointly conducted thorough technical and financial evaluations of the bids received, ultimately selecting the offers that provided the best value for money.

RWDS and FPS utilized the Project's resources effectively and efficiently. The Project's budget is well-allocated around efficient resource utilization. Partners allocated about 75% of the Project budget results related activities, such as training, machineries and equipment, consultations, and technical staff costs (this is known as yield to community percentage). The yield to community percentage of other similar Projects ranges from 70% to 80%. These percentages indicate that the Project is well positioned within the customary limits of cost-effective budget allocations.

The project received a three-month no-cost extension (from 14 March 2025 to 14 June 2025) due to exceptional external circumstances beyond the control of the implementing partners. The escalation of conflict and severe security restrictions in Jenin significantly limited mobility for both staff and beneficiaries, delaying the safe and timely implementation of certain activities. This extension was formally requested by Fundación Promoción Social in August 2024 and approved by the donor after verifying that the justification met the requirements of Articles 50 and 51 of Order 2/2021 on development cooperation grants. The extension ensured that project activities could be completed without compromising quality, safety, or accountability, while safeguarding the achievement of planned results despite the extraordinary context.

The financial review confirms that the project was implemented with sound financial management, showing no major cases of over- or underspending. Some budget savings were realized through efficient procurement and careful resource allocation. For example, leftover funds were used to purchase *Al Shamel* accounting software and to finance additional or unplanned activities, such as extra participation in fairs and a training on product quality assurance. In another case, savings in the budget allowed RWDS to rehabilitate a damaged greenhouse in Beit Qad Cooperative following a winter storm, showing the partners' flexibility in addressing urgent needs.

The overall approach ensured that available resources were maximized and reallocated to reinforce project objectives. This adaptability not only avoided financial gaps but also generated added value for beneficiaries without exceeding the approved budget.

The project demonstrated prudent financial management with efficient use of funds, proactive adjustments, and well-documented procurement processes. Savings were effectively reinvested to enhance results, ensuring that all resources contributed to the achievement of planned outputs while also covering unforeseen needs.

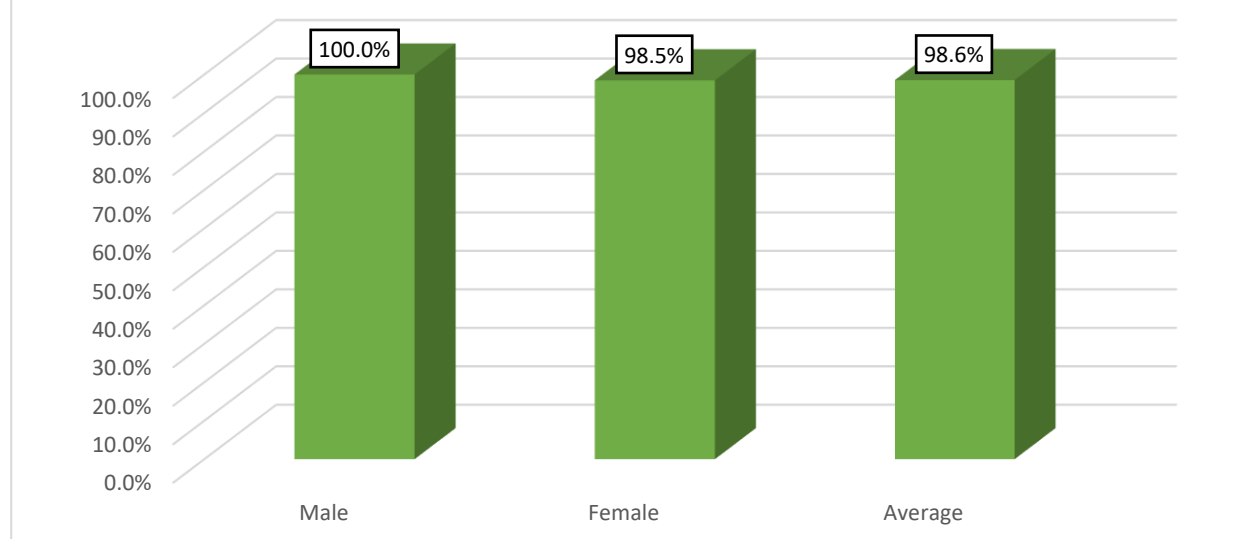
RWDS and FPS maintained strong stakeholder relationships that reinforced Project achievements. Coordination varied across institutions, but overall the partnerships complemented Project objectives, avoided duplication of efforts, and contributed to building sustainability. The experience also highlighted the importance of inclusive and systematic stakeholder engagement, ensuring that all relevant actors are involved not only in implementation but also in follow-up and strategic planning.

At the community level, FGDs with cooperative members emphasized productive partnerships with local municipalities, particularly Marj Ben Amer, which provided logistical support and premises for activities. The Municipality of Jenin further reinforced sustainability by establishing a permanent selling point for WCC products, thereby strengthening market visibility and access.

The Ministry of Agriculture (MoA) contributed by supporting agribusiness cooperatives and ensuring compliance with technical standards. At the market level, synergies with UNDP were particularly significant. WCC products were incorporated into humanitarian aid distribution, directly boosting women's cooperatives' sales and visibility. These contributions were highly valued by cooperative members, who stressed that such partnerships enhanced product credibility and community trust in cooperative work.

The **quality of relations, coordination, and communication** with **RWDS** was rated highly by both **male** and **female** participants. The **overall average** score was **96%**, indicating a strong level of satisfaction and effective communication. **Male participants** gave a perfect rating of **100%**, while **female participants** rated it slightly lower at **95%**. This difference suggests that while there is near-total satisfaction with the relationship and coordination with RWDS, there may be slight variations in experience or perception between genders. However, the **average score of 96%** reflects very positive feedback overall, emphasizing the success of the collaboration and communication processes between RWDS and the cooperatives or clubs.

Figure 22: RHs' Perception of quality of relations, coordination, and communication with RWDS



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The results show unanimous agreement among respondents regarding the **professionalism and high quality of the project team's performance**. All participants—**100% of both male and female respondents**—confirmed that the project team delivered its work with professionalism and high standards. No respondent expressed any disagreement.

This reflects a very strong level of satisfaction with the project team, highlighting their effectiveness, competence, and credibility in managing and implementing activities. Such unanimous positive feedback also reinforces the trust beneficiaries place in the team and indicates that the quality of project delivery was a key contributing factor to the overall success and impact of the initiative.

1.5 Impact

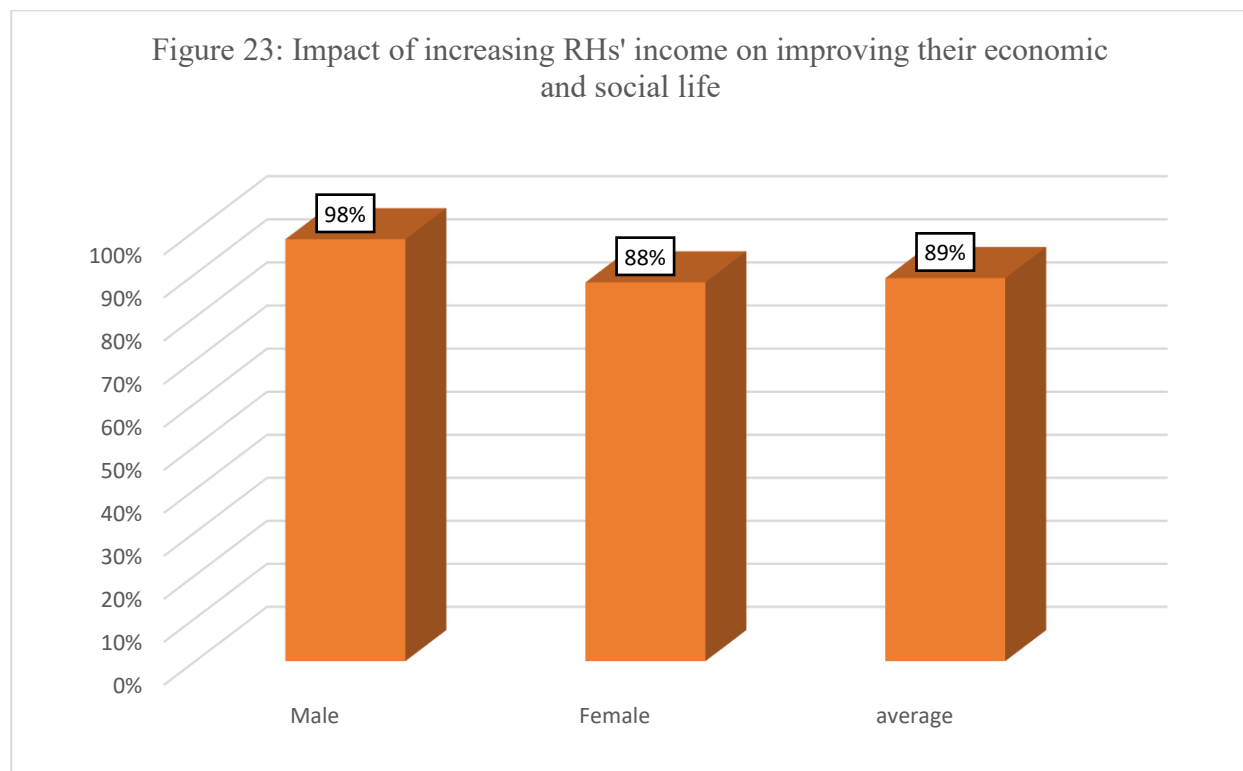
This section provides both an overview and analysis of the extent to which the Project has progressed toward the attainment of its **General Objective** which is “Promote the right of access to work for rural women in Jenin (West Bank), helping to generate equitable, inclusive and sustainable development in the intervention area”. Additionally, drawing on the Project’s results framework, the Evaluation reflects on the Project “Specific Objective which is, “Improving the socio-economic outlook and opportunities of rural women in the Jenin Governorate (West Bank).”

There are several indications of progress toward the attainment of the Project’s General Objective. The Project has proven highly responsive to beneficiaries’ needs, achieving exceptionally high levels of satisfaction, and directly addressing the socio-economic realities of Jenin, where poverty, unemployment, and displacement disproportionately affect rural women and youth. Its Theory of Change was both effective and valid: by strengthening the organizational, managerial, and productive capacities of women-led cooperatives, consolidating the WCC as a representative platform, and integrating young graduates, the Project enabled cooperatives to become more resilient, sustainable, and economically viable. This translated into improved household incomes, stronger local economic development, and greater gender equality, confirming the correctness of the Project’s assumptions. As participants in focus group discussions highlighted, *“The Project was very transformative, not only for our work opportunities and income but also for our confidence, visibility, and leadership within our communities.”* These results demonstrate that the Project has significantly advanced the right of rural women to work while contributing to broader equitable and sustainable local development.

The Project was active in **11 localities across the Jenin Governorate**, including seven from the previous phase and four newly incorporated areas. The Project directly targeted **434 women** (429 cooperative members and 5 young female graduates) and also engaged **71 men** in production units in Kufr Dan. In total, it indirectly benefited over **53,000 individuals**, including 48,556 residents of the 11 localities and approximately 5,000 others reached through fairs, advocacy initiatives, and digital awareness campaigns. By combining institutional strengthening, collective action, and youth integration, the Project not only supported cooperative development but also positioned these organizations as engines of both economic production and social empowerment in the governorate.

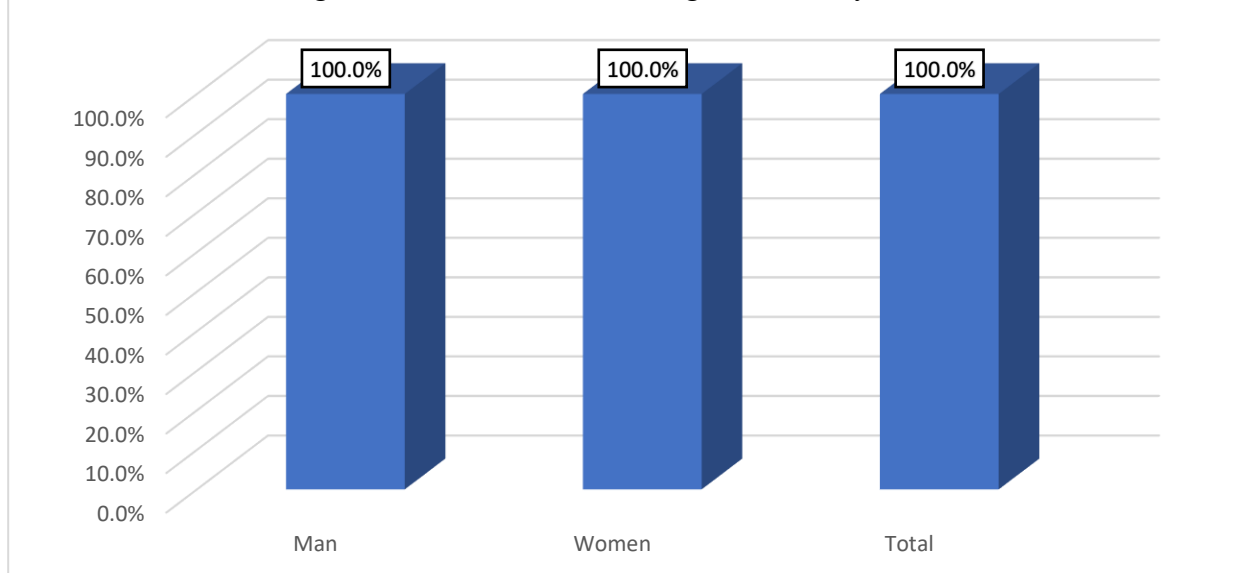
The impact of increasing **RHs' income** on improving their **economic and social life** was assessed with positive feedback from both **male** and **female** participants. The **overall average score** was **89%**, with **male participants** rating it at **98%** and **female participants** rating it at **88%**. This indicates a very positive perception of the income improvement's influence on their lives. The slightly lower score from **female participants** suggests there may be small variations in how the income increase is experienced or perceived between genders, though the overall impact is still overwhelmingly positive.

This result emphasizes the significant role that income improvement plays in enhancing the **economic stability** and **social well-being** of households, particularly for rural communities, contributing to broader development goals.



An example on the Project impact of increasing women realization of their socioeconomic rights is changing their daily routine. As illustrated in Figure # 24, The findings show that the project had a **universal impact on participants' daily routines**, as **100% of respondents**—both male and female—reported that their participation in or benefit from the project led to changes in their daily lives. This unanimous result underscores the project's strong influence on shaping work patterns, responsibilities, and lifestyle adjustments. It reflects not only the tangible benefits gained, such as increased income and improved market engagement, but also the extent to which the project has integrated into participants' everyday activities, reinforcing its relevance and transformative effect at the household and cooperative levels.

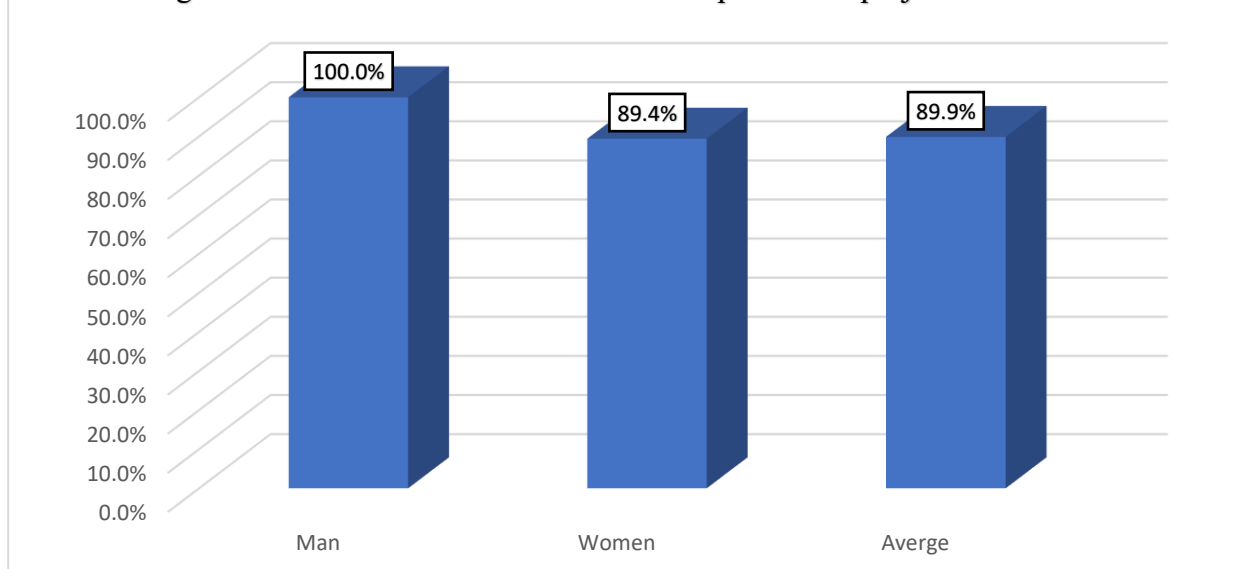
Figure 24: % of RHs who changed their daily routine



The results indicate that the majority of participants experienced **unintended impacts of the project on their lives**, with **89.9% overall** acknowledging such effects. All male respondents (**100%**) reported unintended impacts, while among women, **89.4%** indicated the same, and only **10.6%** said they did not experience any.

This suggests that the project's influence extended beyond its planned objectives, creating additional, perhaps unexpected, outcomes for beneficiaries. The relatively high percentage reporting unintended impacts highlights the project's wide-reaching effects on participants' personal and social lives, suggesting that its value and consequences go beyond the direct economic gains.

Figure 25: % of RHs realized unintended impact of the project on their life



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The FGDs confirmed that the project generated several unplanned but significant long-term effects that extend beyond immediate outcomes, driving social transformation and resilience. In Arabbouneh, community perceptions of women's roles shifted positively, with husbands showing greater support and respect for women's participation and leadership. Women also reported enhanced confidence, psychological strength, and empowerment, underscoring gains that transcend economic benefits to include personal and social dimensions. In Burqin, the cooperative's recognition as the most reliable CBO elevated its legitimacy and influence in local governance, while its rapid response to displacement crises positioned it as a vital community safety net. In Faqu'a, the tomato machine not only boosted production but also fostered regional interdependence, as neighboring villages came to rely on the cooperative's services, thereby strengthening regional visibility and integration. Meanwhile, Kufr Dan's success in exporting abroad marked a transformational milestone, proving the international competitiveness of a women's cooperative and inspiring confidence in their ability to overcome structural barriers like checkpoints and closures. Collectively, these impacts highlight how the project has catalyzed deeper social change, strengthened resilience, and expanded the scope of women-led cooperatives' influence well beyond the original design.

On Specific Objective level, all 3 corresponding Objectively Verifiable Indicators (OVI) were overachieved indicating an excellent level of impact achievement and Project implementation effectiveness.:

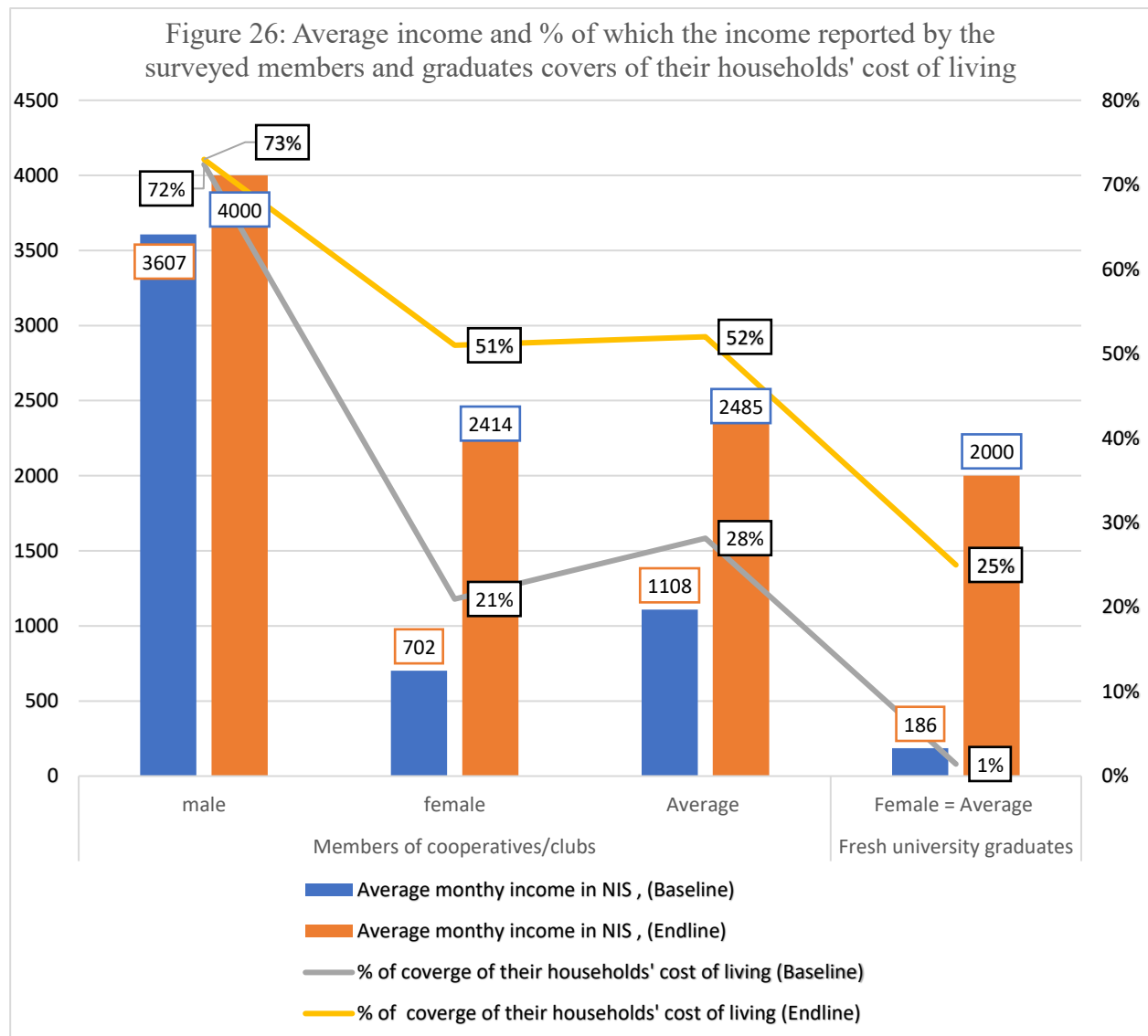
As for the 1st OVI of the Specific Objective, "110 women report at least a 30% increase in their income by the end of the project",

The data comparing **monthly income** and **household cost coverage** at **baseline** and **endline** for both **members of cooperatives/clubs** and **fresh university graduates** demonstrates significant improvements, though the scale of progress varies between the two groups.

At **baseline**, **male cooperative members** had an average monthly income of **3,607 NIS**, while **female cooperative members** earned **702 NIS**, resulting in an average income of **1,108 NIS** for the cooperatives. **Fresh university graduates** had an average income of only **186 NIS**, reflecting the challenges new graduates face entering the job market. By **endline**, the **male cooperative members** saw a modest increase to **4,000 NIS**, marking a **10.9% increase**. **Female cooperative members** experienced a much larger increase, rising to **2,414 NIS**, a **243.5% increase**, bringing the **average income for cooperatives** to **2,485 NIS**, which represents a **124.3% increase** from baseline. **Fresh university graduates** also saw a substantial rise to **2,000 NIS**, reflecting a **975.3% increase**, though their income remained lower than that of the cooperatives.

In terms of **household cost coverage**, the cooperatives made a clear improvement, moving from **28% at baseline** to **52% at endline**. **Male cooperative members** slightly improved their coverage from **72% to 73%**, while **female cooperative members** showed a larger increase from **21% to 51%**, which highlights a narrowing of the gender gap within the cooperatives. **Fresh university graduates**, although they showed the greatest relative improvement, increased their coverage from **1% to 25%**, indicating substantial progress but still a significant gap compared to cooperatives.

Overall, the **cooperatives** saw substantial growth, particularly in **female members' income**, which more than tripled, and the **fresh university graduates** experienced an extraordinary rise in income by over **975%**. However, the cooperatives still maintain a higher level of **income** and **household cost coverage** overall. The progress of **fresh university graduates** underscores the importance of ongoing support to ensure that they reach a more sustainable economic position and can effectively compete in the job market.



As for the 2nd OVI of the Specific Objective, “3 cost-cutting initiatives implemented by the WCN thanks to a study of the potential synergies by the end of the project.”,

The Project successfully overachieved the target of implementing three cost-cutting initiatives by the Women Cooperative Coalition (WCC), guided by the study on potential synergies among cooperatives. These initiatives were designed to reduce production and marketing costs, enhance efficiency, and strengthen collective action. Key achievements included a) **collective purchasing of inputs and materials**, where member associations jointly procured packaging, equipment, and

printing services at wholesale prices, significantly lowering unit costs. **b)** The WCC also facilitated the **shared use of equipment and production facilities**, such as a centrally managed sealing machine, and the tomato pressing machine, carob pressing machine, and, enabling smaller cooperatives like Arabouneh to access advanced equipment without duplicating investments. T

c) In addition, **collective transportation and distribution** was introduced through the “Hakoura” vehicle, which collected products from cooperatives and delivered them to markets, reducing fuel and logistics expenses while expanding market outreach. **d)** Finally, WCC promoted the **exchange of raw materials and products**, for more efficient resource use and reducing waste. Furthermore, the establishment of **greenhouses in cooperatives such as Beit Qad, Kafr Dan, and Deir Ghazala** supplied raw materials for other cooperatives’ production processes, thereby enhancing self-sufficiency and reducing dependence on external suppliers.

Although some of the study’s recommendations could not be fully implemented within the project timeframe due to delays, the cooperatives nonetheless achieved substantial cost savings and operational efficiency. These collective initiatives not only fulfilled but exceeded the project’s target, demonstrating the value of synergies in building a more resilient and sustainable cooperative network.

As for the 3rd OVI of the Specific Objective, “11 women cooperatives adopt a financial, productive, and marketing plan by the end of the project.”,

As mentioned under the effectiveness section, weaknesses in indicator formulation were observed. This indicator grouped three distinct variables into a single measure, yet no corresponding activities or budget lines were allocated to adequately support its achievement. This reflects a significant design flaw in the logical framework.

The Project has shown mixed progress across the cooperatives. While some cooperatives have partially proceeded in developing plans, particularly at the organizational level, there remain inconsistencies in the full implementation of these plans. According to KIIs and FGDs, the WCC developed a comprehensive marketing plan, branding book, and financial system; however, production plans were notably absent at the level of individual cooperatives. The cooperatives, especially those with less prior experience, are at different stages in adopting financial, production, and marketing plans.

The marketing strategy—including product placement and media campaigns—has been successfully implemented at the WCC level, but this success has not yet been fully replicated across individual cooperatives. Despite these gaps, there has been notable progress in establishing basic frameworks. The cooperatives involved in the coalition have demonstrated significant improvements in organizational management and financial practices, contributing to the broader goal of strengthening women’s socio-economic prospects:

The Central Role of the WCC

Participants emphasized that the WCC has been pivotal in unifying efforts, solving marketing challenges, and creating a sense of solidarity among cooperatives. As one board member

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explained, *“The coalition played a major role in marketing products and ensuring their quality.”* Another reflected on its collective strength, noting, *“We see the coalition evolving into a company for all the cooperatives. We complement one another, exchange products, and market for each other.”* For many, the WCC became more than an institution—it became a family. As one participant described, *“The coalition came at a very difficult time... The support we received from it elevated our work. The coalition became our second home and one family.”*

Sustainability was also linked to the WCC’s leadership, with members committing to long-term contributions: *“We all agreed to allocate 10% of profits to the coalition to ensure its sustainability, and we see this as very positive.”* Such testimonies underscore the WCC’s central role not only as a service provider but also as a unifying and sustainable platform for women’s cooperatives in Jenin.

Tangible Economic Impact

The project’s interventions, facilitated through the WCC, generated direct economic benefits for women, households, and communities. Improved product quality and branding opened new markets. One cooperative leader explained, *“When products improved in shape and quality, production and demand increased. Our products became in demand in Jenin, Ramallah, Hebron, Bethlehem, and beyond.”* Specific success stories reinforced this narrative. For example, the tomato juicing machine was described as transformative: *“The tomato juicing machine became a source of income for the young man operating it, for the cooperative, and for the women members.”* These testimonies highlight how collective equipment and shared resources, facilitated by the WCC, not only improved women’s businesses but also created alternative livelihoods for youth who would otherwise have sought work in Israel.

Social Empowerment and Shifts in Perceptions

Beyond economic gains, the WCC contributed to changing societal perceptions of rural women. As one participant shared, *“The perception of women in the community changed by about 90%. Women are now seen as productive, decision-makers, and essential pillars.”* Increased confidence and visibility for women extended into leadership and entrepreneurship. Graduates integrated into the cooperatives became role models: *“The creation of jobs for graduates who became entrepreneurs and took on administrative and financial roles is a major achievement of the project.”* These accounts demonstrate how the project, through the WCC, fostered not only improved livelihoods but also a cultural shift in the role of women within their communities.

Collective Resilience and Future Orientation

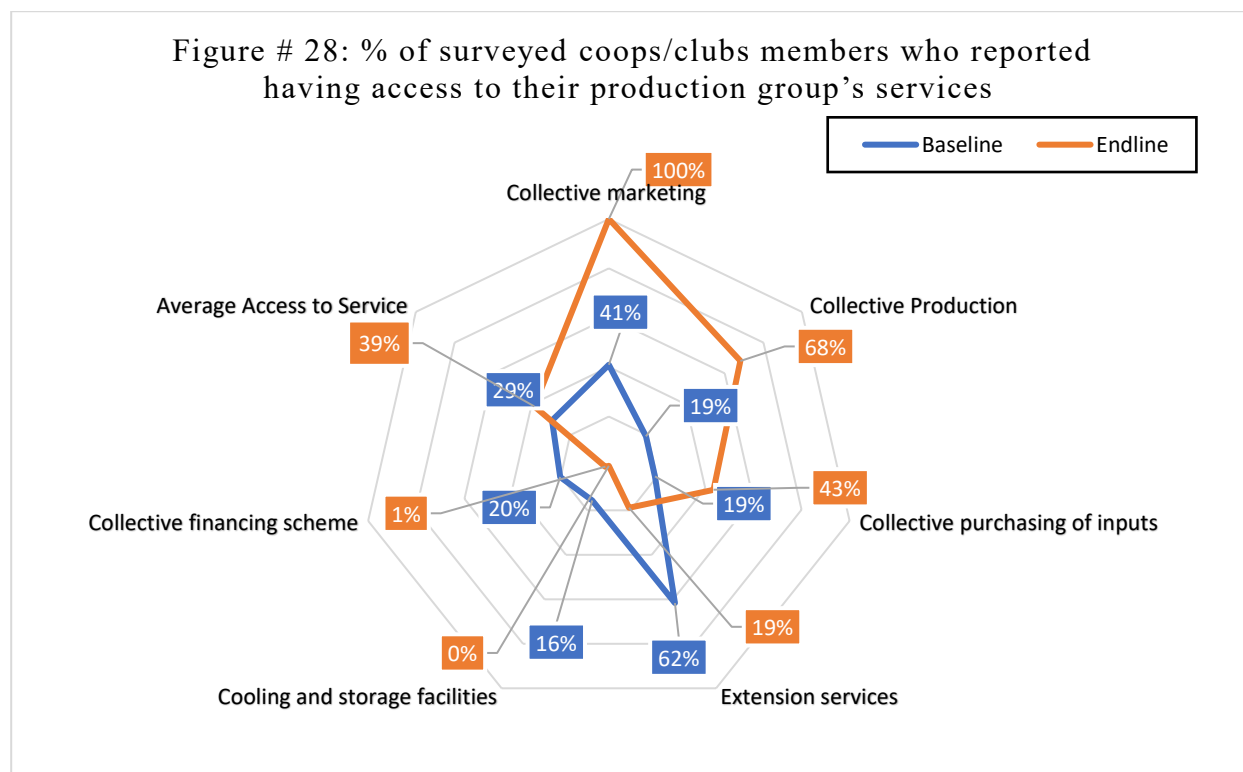
The WCC’s collective approach has also strengthened resilience and sustainability among cooperatives. Members emphasized their commitment to maintaining competitiveness: *“We will maintain the increased competitiveness. As a coalition, we work together, sit together, and agree on certain standards to sustain our products’ quality and marketing.”* This cooperative spirit reflects both the project’s success in building solidarity and the WCC’s enduring role as a platform for shared growth and empowerment.

Enhanced Access to Collective Services

The data on **access to services** within cooperatives/clubs shows significant changes from **baseline** to **endline**, with marked improvements in some areas and challenges in others. At **baseline**, **male members** generally had far greater access to services than **female members**. For example, **collective marketing** was accessible to **96% of men** but only **32% of women**, resulting in an **average access of 41%**. Similarly, **collective production** and **collective purchasing of inputs** were accessible to **70% and 67% of men**, respectively, but only **11% of women**, leading to an overall access of **19%** in both areas. **Extension services** were also significantly more accessible to men (**96%**) compared to women (**56%**), contributing to an average of **62%** overall.

However, the **endline results** show a substantial shift. **Collective marketing** reached **100%** for both men and women, marking a major success in making this service universally available. **Collective production** improved for women, rising from **11% to 70%**, with **men's access** dropping to **33%**, resulting in an overall access of **68%**. However, **collective purchasing of inputs** showed a sharp decline, with **male access** dropping to **0%**, and **female access** rising to **45%**, yielding an average of **43%**. **Extension services**, which had been accessible to **96% of men** at baseline, saw a **drastic drop to 0% for men** and **20% for women**, leading to an overall decline to **19%**.

Cooling and storage facilities and the **collective financing scheme** experienced notable reductions in availability, with both reaching **0% for men** by the end of the project and **limited access for women**, reflecting a significant reduction in support for these services. The **average access to services** showed a **modest increase** from **29% at baseline** to **39% at endline**, with a **significant gap** between male and female access. While improvements were made in some areas, challenges in service availability remain, particularly for female members of cooperatives.



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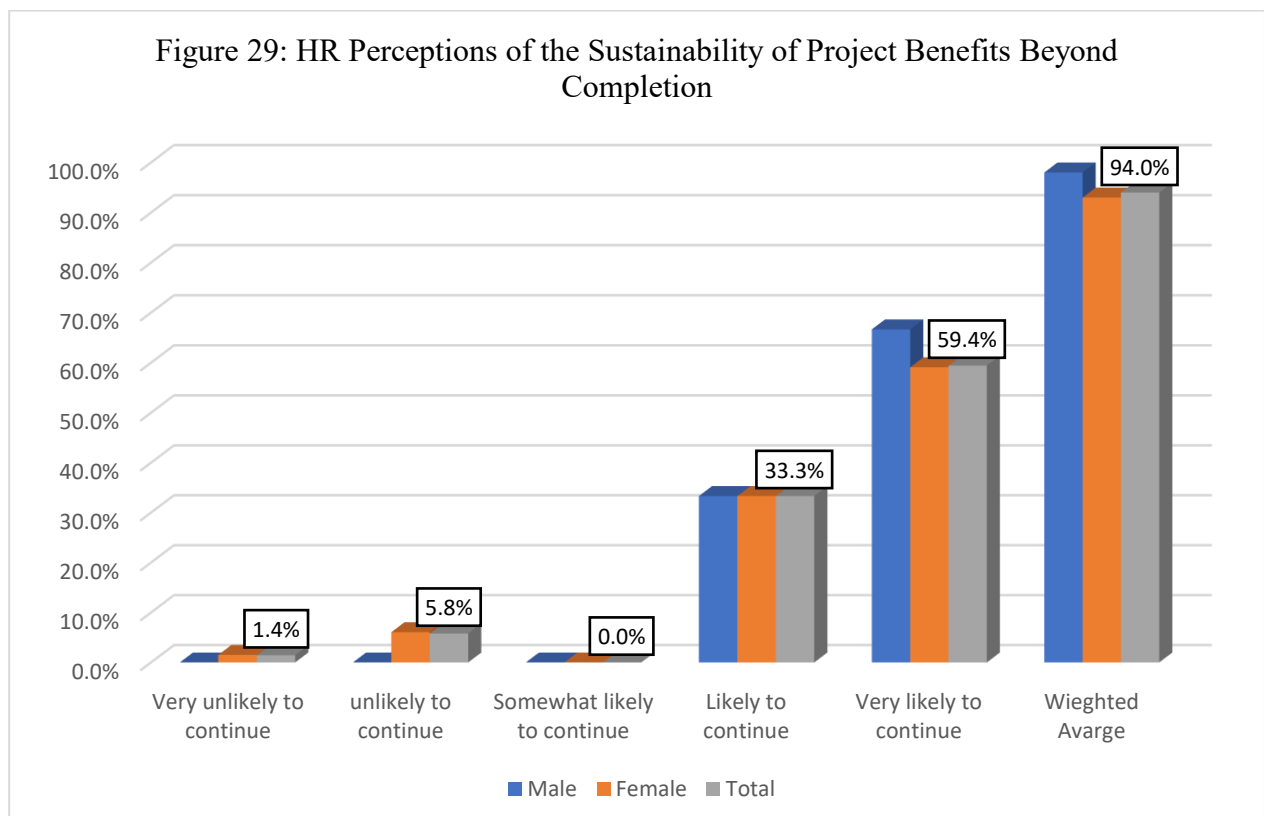
Overall, the Evaluation results revealed that the Project is well-oriented towards achieving the expected impact. The combined effects of the achievements at Project Specific Objectives evidently contribute to the attainment of the Project General Objective. With this, the Project has achieved significant positive impact on its target group with a strong potential for the continuation of the impact realization and progress

1.6 Sustainability

The findings show a strong perception among respondents that the benefits gained from the project—such as increased income—are likely to continue beyond its completion. Overall, **94% (weighted average)** of respondents expressed confidence in the sustainability of project outcomes. This high confidence by beneficiaries is a significant sustainability factor, as it *represents their deep trust in their capacity to utilize these benefits in the future in a sound manner on the one hand, as well as shows their realization of the feasibility of these benefits.*

Disaggregated by gender, male respondents reported a slightly higher confidence level (**98%**) compared to female respondents (**93%**). Specifically, the majority of respondents rated the benefits as either “**very likely to continue**” (**59.4%**) or “**likely to continue**” (**33.3%**), together accounting for more than **92%** of all responses. Only a small minority expressed doubts: **5.8% of women** indicated the benefits are unlikely to continue, and **1.4% overall** considered it very unlikely. No respondents selected “somewhat likely to continue.”

These results suggest that the project has built a strong foundation for sustainability, with most beneficiaries believing that positive impacts, particularly in terms of income gains, will persist.



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The project was **grounded in a participatory needs assessment** carried out with the targeted cooperatives, which allowed them to articulate their priorities and challenges. Participants in the FGDs further emphasized that they had an active role in selecting the tools, equipment, and machinery provided through the project. This inclusive approach fostered a strong sense of ownership, motivating beneficiaries to maintain and sustain the equipment as well as the renovation and rehabilitation works supported by the project.

The **WCC's collective model** has proven to be a cornerstone of long-term sustainability and impact for cooperatives in Jenin. Members expressed a strong commitment to safeguarding both the functionality of the WCC and the results they have achieved, emphasizing that their progress will not end with the project. This cooperative spirit reflects how the Project succeeded in fostering solidarity, building systems of mutual accountability, and positioning the WCC as a lasting platform where cooperatives collaborate, set shared priorities, and collectively address market challenges.

At the same time, the **Project generated tangible and enduring economic impact**. By improving product quality, branding, and distribution, cooperatives expanded their reach to markets in Jenin, Ramallah, Hebron, Bethlehem, and beyond. These outcomes illustrate how collective and shared resources, facilitated under the WCC umbrella, not only strengthened women's businesses but also created positive ripple effects for households and communities, ensuring that women's socio-economic gains are sustained well beyond the life of the Project.

The Project has had a **strong positive impact on the environment**, making important contributions to environmental sustainability, improved compliance with industry standards, and safer working conditions for rural women. The Project also equipped cooperatives with training in hygiene, safety, and standardized production protocols. As the Project Manager noted, *"Strengthening production capacities was not limited to equipment, but also included training on hygiene, safety, and standardized production protocols, which enabled women to professionalize their work and increase market competitiveness."* These interventions produced measurable results: compliance with industry standards rose from 59% to 91%, sustainability practices improved from 59% to 93%, and the use of technology in production processes nearly doubled, from 51% to 90%.

The Evaluation also confirmed that these interventions were **culturally appropriate** and well-accepted by communities. Surveys with right holders, alongside FGDs and KIIs, highlighted strong trust in the cooperatives and the WCC, reinforcing local ownership and reducing risks of resistance. This widespread acceptance, combined with significant improvements in sustainability practices, increases the likelihood that the services, equipment, and facilities provided will be maintained well beyond the life of the Project.

The Evaluation results revealed that the Project's outcomes are **sustainable at both institutional and community levels**, primarily through the consolidation of the WCC. The WCC has become a unifying platform that not only solves marketing challenges but also fosters solidarity among cooperatives. This collective spirit has translated into stronger institutional resilience, reinforced

by members' long-term commitment to sustainability, such as allocating 10% of profits to support the coalition. Finally, evaluation data confirmed improvements in **women's access to collective services** within cooperatives.

In addition, the Project contributed to **significant social empowerment** and shifts in community perceptions. Women's increased confidence, visibility, and leadership were consistently noted in FGDs and KIIs. Women are now seen as productive, decision-makers, and essential pillars." Integrating young graduates into cooperatives further enhanced sustainability by equipping them with managerial and administrative skills, enabling them to take on leadership roles and support the professionalization of cooperative management.

Conclusion

The Evaluation confirms that the Project's outcomes are highly sustainable, with 94% of beneficiaries confident that benefits—particularly income gains—will continue beyond its completion. This strong confidence reflects both the participatory design of the Project, which enabled women to identify priorities and select equipment, and the deep sense of ownership it fostered. At the institutional level, the consolidation of the Women Cooperative Coalition (WCC) has been pivotal, serving as a unifying platform for solidarity, marketing, and collective advocacy, with members even committing 10% of profits to sustain its operations. Tangible economic impacts, such as improved product quality, branding, and access to wider markets, along with income-generating equipment created positive ripple effects for households and youth employment.

At the same time, the Project contributed to social empowerment by strengthening women's confidence, visibility, and leadership, while integrating young graduates into cooperative management. Finally, its environmental and technical interventions—including improving and installing production facilities, training in hygiene and safety, and adoption of standardized protocols—led to measurable gains in industry compliance (59%→91%), sustainability practices (59%→93%), and technology use (51%→90%). Taken together, these results demonstrate that the Project has built solid foundations for long-term economic, social, and institutional resilience, ensuring that women's cooperatives in Jenin are well positioned to sustain and expand their socio-economic gains beyond the life of the Project.

3. Success Story

Hanan – Turning Tomatoes into Hope: In the village of Faqu’a, where resilience is woven into everyday life, the story of **Hanan Issa Salah**, a mother of seven and a board member of the Women’s Center, became a symbol of strength and transformation. For years, her family relied on her husband’s income from working inside the Green Line (Israel), while her small involvement in the women’s center provided only modest support for household expenses.

Everything changed after the October war, when her husband fell ill with diabetes and could no longer work. Overnight, Hanan became the sole breadwinner for her family, including a university student, an unemployed married son, and young children. Instead of surrendering to hardship, she turned to a simple but powerful resource: the tomato juicing machine at the women’s center.

With determination, Hanan negotiated with the board to take charge of the juicing service for her village and neighboring communities. She promoted the service through social media, offering home delivery with the help of her son. Each morning, she set out with equipment and resolve, carrying not only tomatoes but also renewed hope for her family. Revenues were shared between the women’s center, herself, and her son—creating a partnership that was as much about solidarity as it was about income.

Her success did not stop there. Building on this start, Hanan became the leading producer of tomato paste and carob molasses in Faqu’a. Using improved packaging designed by the WCC, and with marketing support from the RWDS, her products reached fairs, sales points, and households far beyond her village. Eventually, she secured a stable monthly income by managing school cafeterias under the women’s center.

Reflecting proudly, she said: *“This project secured income for my home and my son’s. I was able to provide my husband’s treatment, and people now recognize me for my quality products and competitive packaging.”*

Today, Hanan is more than a provider. She represents the women’s center, the parents’ council, and various local committees, embodying the resilience and leadership of Palestinian women. Her story has been featured by media outlets as a model of how women can transform adversity into opportunity. Hanan did not just juice tomatoes—she pressed out of them a new life of hope, dignity, and success.



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4. Conclusions

Relevance

The project has been highly relevant, effective, and responsive to beneficiaries' needs, achieving exceptionally high levels of satisfaction. Cooperative members and graduates alike confirmed the validity of the objectives and acknowledged tangible improvements in their organizational, financial, and production capacities. The project is also highly relevant to the socio-economic context of Jenin, where poverty, unemployment, and displacement disproportionately affect rural women and youth. It is well aligned with national strategies—such as the MoWA Strategy, the National Agricultural and Cooperative Sector Plans, and the Social Development Strategy—as well as the Palestine–Spain CPF. By strengthening women-led cooperatives, consolidating the WCC, and integrating young graduates, the project has translated strategic priorities into concrete outcomes. Beneficiary feedback confirms its value, describing it as transformative for women's work, confidence, and visibility, while also highlighting the need for continued support in advanced skills and economic empowerment.

Coherence

The project demonstrates a high degree of coherence at local, national, and international levels. It effectively leveraged synergies with complementary interventions by UNDP, Oxfam, MoA, CWA, and local municipalities, ensuring that resources were pooled rather than duplicated and that cooperative outcomes were reinforced. The intervention was strongly adapted to Jenin's socio-economic and security realities, aligning with community needs and cultural norms, as confirmed by the near-universal validation of its relevance and appropriateness (overall coherence score of 99%). Moreover, the project is consistent with key international frameworks, including the SDGs (5 and 8), CEDAW, UDHR, and ILO conventions, positioning it as both contextually grounded and globally aligned. This coherence across actors, levels, and standards underscores the project's credibility, effectiveness, and long-term coherence.

Effectiveness

The Project proved highly effective across organizational, productive, and marketing fronts, with the Women Cooperative Coalition (WCC) at the core of delivery. All cooperatives formalized their relationship with the WCC through profit-sharing agreements that anchor the coalition's sustainability. Core actors—board representatives and interns—strengthened their organizational and managerial skills through structured training in cooperative and financial management, marketing, and quality assurance. On the production side, cooperatives shifted from largely traditional practices to modern, standardized methods supported by new equipment and training in hygiene and safety, resulting in higher quality, better-organized production, and stronger readiness to meet market standards.

Market competitiveness advanced in parallel. Products now benefit from clearer branding, improved positioning, and more reliable distribution channels, reinforced by permanent commercial agreements and a shared trademark that elevates visibility and trust. While advocacy

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with decision-makers pivoted toward practical marketing and visibility due to context, it still raised awareness of women's economic roles. Some indicators were imperfectly designed or finalized late (e.g., production protocols) and will require follow-up for full adoption. Even so, beneficiary satisfaction, stronger institutions, modernized production, and durable market linkages collectively demonstrate strong effectiveness, with clear priorities for consolidation through continued protocol roll-out, deeper governance and advocacy work, and stabilization of traditional product lines.

The Evaluation results demonstrate that the Project was implemented effectively to some extent by RWDS with support of FPS. Out of the 13 objectively verifiable indicators (OVIs) corresponding to the Project's Specific Objective (3 OVIs) and results (9 OVIs) totalling 22 different sub-indicators/ variables 12 sub-indicators were overachieved, indicating a high level of results achievement and Project implementation effectiveness. 2 sub-indicators were achieved on target, and 8 sub-indicators were underachieved to varying degrees.

Although the project delivered impressive results and beneficiaries expressed strong satisfaction, gaps in the formulation of some indicators limited the effectiveness of monitoring and evaluation. In particular, overly ambitious targets, vague wording, and insufficient alignment with available resources created difficulties in measuring progress accurately. This highlights the need for future interventions to adopt clearer, more realistic, and adequately resourced indicators to ensure that outcomes are tracked reliably and successes are fully documented.

Efficiency

The Project demonstrated a high level of efficiency, driven by the strong partnership between FPS and RWDS, prudent financial management, and effective use of resources. Approximately 75% of the budget was allocated directly to results-related activities, positioning the Project within recognized cost-effective benchmarks. Sound procurement processes, careful reallocation of savings, and a no-cost extension ensured that planned outputs were delivered without overspending or compromising quality, even under severe external constraints. The flexibility to reinvest savings in additional activities—such as quality assurance training, extra fair participation, and greenhouse rehabilitation—generated added value for beneficiaries. Strong coordination with local institutions, the Ministry of Agriculture, municipalities, and humanitarian partners like UNDP further reinforced efficiency by avoiding duplication and leveraging synergies. Beneficiaries rated the coordination, professionalism, and performance of the project team exceptionally high (96% average satisfaction, with 100% rating the team as professional and effective), confirming that efficient management and collaboration were key drivers of the Project's success and credibility.

Impact

The Project is well-oriented towards achieving the expected impact. The results matrix (logical framework matrix) demonstrates relatively a fair level of coherence among the Project's general objective, specific objective, the three results, and their corresponding activities. The Project has had a transformative impact on the socio-economic outlook of rural women in Jenin, confirming the validity of its Theory of Change and the achievement of both its General and Specific Objectives. By strengthening women-led cooperatives, consolidating the WCC as a representative

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platform, and integrating young graduates, it created resilient and economically viable structures that improved household incomes, expanded market access, and advanced gender equality. Beyond the planned outcomes, the Project catalyzed broader social change: women gained visibility and confidence, community perceptions shifted positively, and cooperatives emerged as credible, trusted institutions with stronger roles in local governance and crisis response. The WCC's central role as a unifying platform for cost-sharing, marketing, and advocacy further reinforced sustainability and collective resilience. Together, these outcomes illustrate that the Project not only enhanced livelihoods but also laid the foundations for long-term empowerment, social transformation, and inclusive development in the Jenin Governorate.

Sustainability

The Evaluation confirms that the Project's outcomes are highly sustainable, with high level of beneficiaries confident that benefits—particularly income gains—will continue beyond its completion. This strong confidence reflects both the participatory design of the Project, which enabled women to identify priorities and select equipment, and the deep sense of ownership it fostered. At the institutional level, the consolidation of the Women Cooperative Coalition (WCC) has been pivotal, serving as a unifying platform for solidarity, marketing, and collective advocacy, with members even committing percentage of profits to sustain its operations. Tangible economic impacts, such as improved product quality, branding, and access to wider markets, along with income-generating equipment created positive ripple effects for households and youth employment.

At the same time, the Project contributed to social empowerment by strengthening women's confidence, visibility, and leadership, while integrating young graduates into cooperative management. Finally, its environmental and technical interventions—including improving and installing production facilities, training in hygiene and safety, and adoption of standardized protocols—led to measurable gains in industry compliance and sustainability practices. Taken together, these results demonstrate that the Project has built solid foundations for long-term economic, social, and institutional resilience, ensuring that women's cooperatives in Jenin are well positioned to sustain and expand their socio-economic gains beyond the life of the Project.

5. Lessons learnt

The evaluation of the project highlighted several important lessons for future programming in cooperative development and women's economic empowerment. First, **(Collective Action Strengthens Sustainability)**: The establishment and strengthening of the WCC demonstrated the transformative potential of collective structures. By pooling resources, coordinating marketing, and jointly addressing production challenges, the coalition significantly enhanced women's visibility and competitiveness. This experience underlines the importance of investing in federated models that go beyond supporting individual cooperatives and instead create institutional platforms for solidarity, sustainability, and advocacy.

Second, (Youth Integration as a Catalyst for Innovation and Renewal): The integration of young female graduates into cooperative structures emerged as one of the project's most distinctive and transformative achievements. Their digital expertise, creativity, and confidence in using modern marketing tools—including e-marketing, social media, and product branding—significantly complemented the traditional knowledge and experience of cooperative leaders. This combination not only bridged generational gaps but also infused cooperatives with fresh energy, professionalism, and forward-looking practices.

Graduates were not passive participants; they acted as trainers, mentors, and change agents, transferring skills in areas such as digital marketing, negotiation, and quality assurance to cooperative board members. Their contribution enabled cooperatives to expand market visibility, improve packaging and branding, and connect to new marketing channels, directly reinforcing competitiveness and sustainability. Beyond technical skills, their presence shifted community perceptions, positioning young women as valuable leaders and innovators within cooperative and local governance structures.

This experience demonstrates that structured youth engagement—anchored in mentorship, defined roles, and capacity-building—is not only a complement to cooperative leadership but also a catalyst for modernization, gender equality, and institutional renewal. Ensuring the integration of youth, particularly young women, should therefore be considered a cornerstone of future programming.

Third, (Strong Systems Build Credibility): The project showed that technical and financial support alone is insufficient without parallel efforts to strengthen governance, financial transparency, and accountability systems. The introduction of unified accounting tools, financial management training, and clear agreements on revenue-sharing ensured not only sustainability but also built trust among members. This highlights the lesson that institutional systems must be embedded alongside production and marketing support to ensure credibility and long-term viability.

Fourth, (Adaptability Ensures Continuity in Crisis): the project faced major disruptions due to conflict, closures, and mobility restrictions in Jenin. Nevertheless, adaptive measures such as decentralizing trainings, using local enumerators, and relying on digital tools allowed implementation to continue. This flexibility demonstrates the value of designing projects with contingency measures and resilience strategies to withstand external shocks. Future initiatives should build on this adaptive capacity by systematically incorporating risk management and crisis response mechanisms into project design.

Fifth, (Indicator Design Shapes Measurability): the evaluation revealed weaknesses in indicator formulation, with some OVIs being overly ambitious or combining multiple variables into single measures. This limited the accuracy of monitoring and evaluation. The key lesson is the need for realistic, precise, and well-resourced indicators that directly align with planned activities and budget allocations. Doing so ensures both measurability and fairness in evaluating results.

Finally, **(Ripple Effects Extend Impact):** unintended impacts of the project—such as shifting community perceptions of women's roles, stronger recognition of cooperatives as legitimate community actors, and new income-generating opportunities for youth—demonstrated that well-designed interventions can create ripple effects beyond their immediate scope. These outcomes

reinforce the importance of capturing both intended and unintended results in evaluations, as they provide valuable insights into the broader transformative potential of development initiatives.

6. Recommendations

Partnership model related recommendation:

Given the demonstrated relevance of the interventions, the strong performance in achieving and even exceeding targets, the tangible impact generated, and the efficiency and effectiveness of implementation and partnerships, the evaluation recommends that RWDS, FPS, and the donor build on this successful model of collaboration. The approach has proven both effective and sustainable, making it suitable for replication and scaling in other parts of the West Bank. Future initiatives should maintain the core strengths of this model while integrating the improvements suggested in the recommendations that follow.

Project formulation related recommendations:

Project partners are advised to strengthen the results framework of future initiatives by aligning it with recognized global standards. In particular, adopting frameworks such as the DCED Standards for Women's Economic Empowerment, Job Creation, and Private Sector Development—along with their Common Impact and Sustainability Indicators—will enhance measurability, comparability, and the overall credibility of results.

Future projects should strengthen the design of their results frameworks by developing indicators that are precise, realistic, and proportionate to available resources. Each indicator should focus on a single variable, use clear language across all relevant languages, and be supported with appropriate activities and budget lines. This will ensure that progress can be measured accurately, achievements are fully captured, and monitoring and evaluation systems provide reliable evidence for decision-making and accountability.

Monitoring and Evaluation related recommendations:

RWDS is advised to strengthen its overall MEAL system by developing a comprehensive MEAL manual to guide practice and ensure consistency across projects, while also providing staff with training in Results-Based Management to build internal capacity. To improve the accuracy and reliability of monitoring, RWDS should prepare a monitoring method sheet (or definition sheet) for each indicator before implementation, clearly defining variables, guiding questions, means of verification, frequency and formats of data collection, and frameworks for processing and analysis. Finally, appointing a permanent MEAL officer would ensure systematic monitoring, evaluation, accountability, and learning are carried out throughout all stages of the project cycle, thereby enhancing quality, effectiveness, and institutional learning.

Intervention follow-up related recommendations:

It is recommended to accelerate the formal legal registration of the Women Cooperative Coalition (WCC) to ensure its long-term sustainability. Formalization will provide the Coalition with official

recognition, strengthen accountability mechanisms, and enhance its capacity to manage collective resources effectively.

It is recommended to expand the use of financial software (e.g., Al-Shamel) across all cooperatives, paired with refresher training on advanced financial analysis and cost-benefit planning, will reinforce accountability and capacity. In addition, the WCC is recommended to develop collective saving and credit schemes to reduce dependency on external donors and expand access to small-scale loans for women members.

The WCC is recommended to finalize and roll out standardized production protocols with a strong focus on hygiene, safety, packaging, and branding. To ensure compliance, peer-auditing mechanisms among cooperatives is recommended to be introduced to share lessons and good practices. Special attention should also be given to cooperatives producing traditional staples—such as maftoul and pastry—by providing targeted coaching to stabilize production while continuing to diversify into high-value products with strong market potential.

Expanding and consolidating the WCC trademark Nab' Al-Khairat will reinforce collective visibility, while supporting sub-brands for individual cooperatives under this umbrella can build market identity. The coalition should pursue additional long-term agreements with supermarkets, humanitarian actors, and institutional buyers to stabilize market channels. Moreover, further investments in digital marketing—including the creation of an online sales platform and training youth graduates in e-commerce, SEO, and social media marketing—will position cooperative products more competitively in modern markets.

The cost-cutting initiatives piloted during the project—such as collective purchasing, shared equipment, and collective transportation—should be formalized into permanent WCC service units with dedicated management teams. Exploring renewable energy solutions, including solar-powered cold storage, can further reduce production and storage costs. Strengthening cooperative-to-cooperative exchange of raw materials and intermediate products will reduce waste and maximize efficiency across the network.

7. Annexes

Annex 1: Project's Results Achievements Matrix

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