

EXTERNAL PROJECT EVALUATION REPORT

Gender Accountability Promotion (GAP)

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WeSearch Center for Research and Consultancies
August 2026

Final Evaluation Report for Project:

Gender Accountability Promotion (GAP)

Bureau for the Promotion of Women's Right to Political
Participation in Palestine

Project Reference: SOLPCD/2023/0050

External Evaluation Report Prepared by:

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1. EXECUTIVE SUMMARY

Project and Evaluation Purpose

The Gender Accountability Promotion (GAP) project was implemented from 1 June 2024 to 31 May 2026 by Asamblea de Cooperación por la Paz (ACPP), the Palestinian Association for Empowerment and Local Development-REFORM and Jovesólides, with funding from Generalitat Valenciana. The project sought to strengthen women's active and equal participation in Palestinian local governance by addressing institutional conditions, accountability relationships and the capacities and collective organization of elected women.

The reviewed logical framework established targets 15 municipalities. The agreed operational scope of the final evaluation covered 16 local authorities. The evaluation assessed relevance, coherence, effectiveness, efficiency, emerging impact and sustainability. It examined the distinction between women's formal representation and their substantive access to information, influential committees, institutional resources, agenda-setting and decision-making authority.

The evaluation applied a contribution-oriented, gender-responsive and human rights-based approach. It situated project performance within prolonged Israeli occupation, territorial fragmentation, settlement expansion, movement restrictions, intensified military operations, settler violence, economic contraction, electoral transition and pressure on municipal resources. These conditions shaped implementation and prospects for continuity, while municipalities and project partners retained responsibility for decisions within their authority.

Evidence Base and Limitations

The evidence base combined the reviewed logical framework, technical and activity reports, municipal and participation records, project products, donor-reporting and financial workbooks, and 29 consultation sessions with analyzable records. These comprised 11 key informant interviews, 13 individual interviews and five focus group discussions. Primary consultations covered stakeholders from 15 of the 16 evaluation localities; documentary evidence was used where primary consultation coverage was unavailable.

Administrative records were used to verify delivery, attendance and formal decisions. Interviews and focus groups were used to examine experience, agency, relationships, application and perceived change. Convergence across different sources strengthened confidence in the findings.

The evidence had important limitations. The consultation sample was purposive and was not statistically representative. Unique participants were not consistently distinguishable from participant-attendances, matched baseline and endline measures were unavailable for several indicators, and municipality-level records did not consistently distinguish proposal, approval, use and continuation. The results framework did not provide an operational indicator or measurement pathway for assessing change among the stated population of 63,370 female rights holders. Financial compliance, procurement assurance and audit opinion were outside the evaluation scope.

Overall Evaluative Judgement

GAP was a highly relevant intervention that directly addressed the continuing distance between women's numerical representation and their substantive authority in Palestinian local governance. Its principal design strength was the combination of three connected pathways: strengthening municipal environments, engaging duty bearers and accountability relationships, and supporting women's capacities, networks and advocacy.

The project substantially delivered activities across all three pathways. Its most credible contribution was to women's procedural knowledge, confidence, public communication, peer relationships and ability to navigate municipal institutions. Selected changes in committee participation, financial responsibilities, meeting practices and access to decision-making also demonstrated movement towards more substantive participation.

These institutional changes remained uneven. Some municipalities reported formal adoption or early application of project-supported measures, while others remained at the stages of review, partial use or suspension during council transition. The evidence therefore supported a conclusion of credible contribution rather than uniform institutional transformation.

Qualitative and triangulated evidence indicated that all three Expected Results were substantively achieved, with particularly strong evidence of changes in women's knowledge, confidence, voice, peer support and selected municipal practices. The formal indicator assessment addressed whether each approved target, including its required number or percentage, population, denominator and timeframe, could be verified.

Applying the indicator-classification rules, 3 of the 15 controlling indicators were classified as Achieved, 10 as Partially achieved and 2 as Unable to verify; none was classified as Not achieved. The Partially achieved classifications recognized direct evidence of meaningful progress while preserving the distinction between demonstrated change and achievement of the full approved threshold. Two indicators remained Unable to verify because the available evidence demonstrated delivery but did not directly establish the intended knowledge or awareness outcome. The formal indicator profile informed, but did not mechanically determine, the overall Moderate effectiveness rating.

OECD-DAC Assessment

Criterion	Rating	Evidence confidence	Summary judgement
Relevance	High	High	The intervention addressed documented barriers through mutually reinforcing individual, municipal, accountability and collective-action pathways.
Coherence	Moderate	Moderate	The result pathways and consortium roles were complementary. Tripartite operational protocols and documentation of external institutional engagement were less systematic. <i>Formal ownership by a national institution was not an approved condition of project achievement.</i>

Effectiveness	Moderate	Moderate	Substantial delivery and credible individual, relational and institutional changes were verified. Three indicators were Achieved, ten were Partially achieved and two were Unable to verify. Uneven municipal application and incomplete verification of several approved thresholds constrained a higher rating.
Efficiency	Moderate	Moderate	Delivery remained within the approved period and reported expenditure reached the approved total, but late sequencing and limited cost-effectiveness evidence prevented a stronger judgement.
Emerging impact	Moderate	Moderate	Individual, relational and selected municipal effects were documented, but their prevalence, attribution and durability could not yet be established.
Sustainability	Moderate—conditional	Moderate	The project left valuable tools, capacities and relationships, but continuation depended on municipal embedding, Network governance, resources and agreed institutional support within an unstable political environment.

Note: The Sustainability judgement was prospective and conditional because the period between project closure and evaluation fieldwork was insufficient to confirm long-term durability. This qualification describes the nature of the judgement and does not alter the formal Moderate rating.

Principal Findings

1. Delivery and reach

The project substantially delivered its planned package. This included capacity development for Social Transformation Agents, municipal gender diagnoses, the Gender Mainstreaming Manual, technical assistance, ten Accountability Souks, ten thematic meetings, public-awareness activities, the Elected Women's Network, two online political exchanges and the Valencia exchange.

The Manual was completed and presented in 15 unique localities. The ten Souks recorded 457 participant-attendances, and the ten thematic meetings recorded 129. These figures do not allow analysis of unique participants, duty-bearer coverage or resulting knowledge change.

2. Women's political agency

Evidence was strongest for changes in women's procedural knowledge, confidence, communication and peer support. Women described greater ability to prepare for meetings, request information, use legal and procedural knowledge, exercise their votes strategically and seek responsibilities beyond traditionally gendered or administrative roles.

These findings did not suggest that women had previously lacked the inherent capacity to participate. They demonstrated the value of expanding access to institutional knowledge, relationships and political resources. Translating these capacities into influence depended on municipal leadership, committee allocation, meeting arrangements, access to information, and opportunities for practical application.

3. Municipal practice and authority

Selected municipalities reported changes involving influential committee membership, financial responsibilities, signature authority, meeting schedules and the use of gender-responsive provisions. These changes mattered because they affected institutional authority rather than representation alone.

The final donor workbook identified supporting mechanisms in ten municipalities. This represented 66.7% of the approved denominator of 15, below the required minimum of 70% (11 municipalities). Evidence also varied considerably between municipalities and between stages of institutionalisation. Presentation or leadership-level review of the Manual did not establish organisation-wide access, routine use or continuation.

4. Accountability and public engagement

The Souks and thematic meetings created spaces for women, community actors, municipal representatives, and other stakeholders to discuss participation, municipal services, and institutional responsibility. Their accountability value was strongest where issues were translated into identifiable commitments, responsible officials and follow-up.

Municipal commitment records, formal council endorsements and selected electronic public-information and citizen-participation mechanisms demonstrated that GAP moved beyond dialogue in several municipalities. Bruqin provided a documented example of formal council approval of Accountability Souk outcomes, while Attara and other municipal records documented commitments or proposed follow-up. Evidence was less consistent across municipalities concerning subsequent follow-up and communication of municipal responses to participants. The project therefore institutionalized important elements of accountability, although systematic tracking and documented closure of accountability loops remained uneven.

5. Networking and reciprocal learning

The Elected Women's Network reached a reported membership of 22 and supported peer learning, mentoring and relationships across electoral cycles. Its inclusion of former, continuing and newly elected women provided a potential mechanism for transferring experience following council turnover.

The online exchanges and Valencia programme supported reciprocal political learning and international visibility. Delivery was verified, but the prevalence of reported knowledge change and the transfer of learning into municipal practice could not be independently recalculated.

6. Partnership and institutional ownership

ACPP, REFORM and Jovesólides brought complementary functions. REFORM provided locally grounded implementation and municipal relationships; ACPP provided consortium leadership and donor-accountability functions; and Jovesólides contributed communication, methodology and international exchange.

The project was aligned with relevant Palestinian national priorities. Formal ownership by a national institution was not an approved project commitment and was not assessed as a condition of result achievement. Engagement with the MoLG, MDLF, and MoWA was considered in relation to external

coherence and future sustainability. The post-project MoLG - REFORM coordination meeting provided a promising pathway for subsequent technical follow-up and possible institutional scaling.

7. Efficiency and resource use

The final financial workbook reported expenditure of €469,645.996, which rounded to the approved budget of €469,646.00. Full absorption demonstrated use of the available budget but did not, by itself, establish value for money. The evidence indicated active financial monitoring and adaptation to inflation and exchange-rate pressure.

8. Emerging impact and sustainability

GAP made a credible contribution to women's agency, peer relationships, public visibility and selected municipal practices. The evaluation did not attribute national electoral changes, or all observed municipal developments exclusively to the project, as electoral reform, political relationships, municipal leadership, other programmes, and wider developments also shaped them.

The principal continuation assets were women's knowledge and relationships, the Elected Women's Network, the Manual, municipal diagnoses and selected procedural changes. Long-term sustainability could not be confirmed shortly after closure. It depended on institutional owners, continued application, financial and administrative support, electoral handover and the capacity to adapt under occupation-related disruption. It should not be assumed that women would sustain project structures through unpaid labour or personal resilience.

Final Assessment

GAP demonstrated that women's substantive political participation could be strengthened when capacity development was connected to municipal procedures, peer organization, accountability spaces and opportunities to exercise real responsibility. The project created credible pathways towards greater access and influence, but these pathways had not yet developed into consistent or durable institutional change across participating municipalities.

Future programming should therefore priorities institutional application over additional stand-alone activities. The required direction was a sequenced programme linking municipal commitments, practice-based accompaniment, national institutional engagement, verifiable outcome monitoring, and post-project follow-up.

2. INTRODUCTION

2.1. PROJECT OVERVIEW

The Gender Accountability Promotion (GAP) project was a 24-month cooperation initiative implemented from 1 June 2024 to 31 May 2026. It was funded by the Generalitat Valenciana and implemented through a partnership involving Asamblea de Cooperación por la Paz (ACPP), the Palestinian Association for Empowerment and Local Development (REFORM), and Jovesólides.

The project aimed to strengthen women's active and equal participation in political and municipal decision-making and to support more gender-responsive, inclusive and accountable local governance in the West Bank. Its intervention logic linked three areas of change: more enabling municipal and institutional conditions for women's participation; stronger accountability and commitment among relevant authorities and institutional actors; and enhanced capacities, relationships, networks and advocacy opportunities for elected women.

The project engaged municipalities and local authorities, elected women, municipal council members and employees, community actors, Palestinian public institutions and international partners. Section 4 provided a verified account of the project's intervention logic and implemented activities.

2.2. MAIN PURPOSE OF THE FINAL EVALUATION

The final external evaluation assessed project performance and results against the approved results framework and the OECD-DAC evaluation criteria. It examined the extent to which planned results were achieved, the significance and distribution of observed changes, the project's contribution to those changes, and the contextual and institutional factors that affected implementation and results.

The evaluation served accountability and learning purposes. It was intended to support accountability to the Generalitat Valenciana and participating stakeholders, strengthen learning among the implementing partners, and generate practical recommendations for future programming on women's political participation, gender-responsive local governance and social accountability in Palestine.

2.3. INTENDED USERS AND USES

Primary user	Expected use
ACPP	Donor accountability, partnership learning, future programme design and follow-up on evaluation recommendations.
REFORM	Learning concerning implementation, municipal engagement, institutional uptake, evidence systems and continuation strategies.
Jovesólides	Learning concerning international exchange, communication and awareness-raising activities.

Primary user	Expected use
Generalitat Valenciana	Assessment of project performance, results, implementation quality and strategic learning.
Palestinian institutional and municipal stakeholders	Reflection on institutional ownership and the continuation of relevant gender-responsive and accountability practices.
Women, community actors and civil society	Accountability for project results and evidence to inform future participation and advocacy initiatives.

3. PROJECT CONTEXT

3.1. LOCAL GOVERNANCE WITHIN A CONSTRAINED POLITICAL ENVIRONMENT

Palestinian local authorities carried substantial responsibilities for service provision, local planning and engagement with residents. They exercised these responsibilities within a fragmented territorial and administrative environment shaped by prolonged Israeli occupation, settlement expansion, restrictions on movement and access, limited control over land and resources, and sustained fiscal pressure. These conditions affected institutional coordination, municipal finance, service delivery and the ability of residents to access and participate in local government.

The GAP implementation period coincided with the war in Gaza and intensified military operations, movement restrictions, displacement and economic deterioration across the occupied Palestinian territory (oPt). Since 2024, Israel dramatically expanded its system of internal movement restrictions by installing additional military checkpoints, roadblocks, iron gates, and other physical barriers separating Palestinian cities and villages. By the end of 2025, the total number of movement obstacles in the West Bank had reached approximately 925 that have restricted the movement of people and goods across the West Bank, including East Jerusalem¹. In addition, Israel has intensified military incursions into populated areas- mainly in the Northern West Bank causing a major disruption in local economic activities. These restrictions have effectively fragmented the West Bank into isolated enclaves, significantly increasing travel times and transport costs while severely constraining the movement of individuals and goods².

Following the outbreak of the war in Gaza in October 2023, Israeli authorities suspended or revoked most work permits previously issued to Palestinian workers from the West Bank. This sharply reduced access to employment in Israel and Israeli settlements in the occupied West Bank. In the third quarter of 2023, approximately 171,700 West Bank workers were employed in these labour markets, accounting for 19 per cent of total employment in the West Bank³. By the fourth quarter of 2023, this number had fallen to approximately 24,000⁴.

The loss of access to these employment opportunities occurred alongside wider movement restrictions and a rapid contraction in economic activity. Real GDP in the West Bank declined by approximately 19 per cent in the fourth quarter of 2023 compared with the preceding quarter⁵. Over the same period, total

¹ United Nations Office for the Coordination of Humanitarian Affairs (OCHA). 2026. Movement and Access in the West Bank: April 2026 Fact Sheet. Occupied Palestinian Territory. April 23, 2026. <https://www.ochaopt.org/content/movement-and-access-west-bank-april-2026>.

² International Labour Organization. (2024). The situation of workers of the occupied Arab territories: Report of the Director-General (Appendix). Geneva: ILO.

³ Palestinian Central Bureau of Statistics (PCBS). Labour Force Survey: Third Quarter (July–September), 2023. Ramallah: Palestinian Central Bureau of Statistics, 2023. https://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_LFSQ32023E.pdf.

⁴ Palestinian Central Bureau of Statistics (PCBS). “Labour Force Survey Results, Fourth Quarter (October–December), 2023.” Accessed July 30, 2026. <https://www.pcbs.gov.ps/en/post-details/?postId=20545>.

⁵ Palestinian Central Bureau of Statistics (PCBS). The Preliminary Estimates of Quarterly National Accounts, Fourth Quarter, 2023. Ramallah: Palestinian Central Bureau of Statistics, March 27, 2024. https://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_QNAQ42023E.pdf.

employment fell from approximately 868,300 to 665,000 workers, while the unemployment rate rose from 12.9 per cent to 33.2 per cent⁶. Although conditions improved gradually during late 2024 and the first half of 2025, the recovery remained partial. Unemployment stood at 28.6 per cent in the second quarter of 2025, more than twice its pre-war level⁷.

These conditions affected travel time, accessibility, activity scheduling, institutional coordination, municipal resources and household economic security. They also shaped the time, mobility and resources available for women's public and political participation. The evaluation treated these conditions as part of the environment through which implementation and results were produced. At the same time, it assessed the decisions, adaptations and responsibilities that remained within the authority of the project partners, participating municipalities and relevant Palestinian institutions. Context was therefore used to explain performance, not to replace evidence of performance.

3.2. GENDER AND THE DISTRIBUTION OF MUNICIPAL AUTHORITY

Women's participation in Palestinian local governance was shaped by both formal council rules and the wider distribution of institutional and political authority. The GAP baseline reported that women's participation was affected by access to information, committee allocation, role clarity, municipal leadership practices, gendered social expectations, and structural political hierarchies, including power relations, political, family, and socio-cultural norms and beliefs, and political, family, and economic networks. It also found that elected women were commonly allocated to women's affairs or service-oriented roles and experienced uneven access to wider municipal decision-making.

Capacity strengthening remained relevant where elected members required greater knowledge of municipal mandates, procedures, communication and advocacy. Its practical effect, however, depended on the institutional space in which these capacities could be exercised. Access to information, influential committees, public platforms, municipal resources and leadership opportunities affected whether individual knowledge and skills could be translated into influence over decisions.

The evaluation consequently distinguished among three related but separate dimensions:

1. Descriptive representation: women's numerical presence in local councils;
2. Substantive participation: women's practical ability to influence agendas, resources, priorities and decisions; and
3. Institutionalization: the regular application of gender-responsive procedures through assigned responsibilities, recognized mechanisms, institutional resources and routine practices.

This distinction enabled the evaluation to assess both women's individual and collective agency and the institutional conditions within which that agency was exercised.

⁶ Ibid (LFS Q4 2023, PCBS).

⁷ PCBS: Press Release on the Results of the Labour Force Survey, in the West Bank Second Quarter (April – June, 2025) Round. <https://www.pcbs.gov.ps/en/post-details/?postId=23028>

3.3. BASELINE POSITION AND DEVELOPMENTS BY PROJECT CLOSURE

The September 2024 GAP baseline noted that approximately 785 women held around 20 per cent of local-council seats during the 2021–2022 electoral cycle. It identified the statutory quota as the principal mechanism securing women’s representation and reported that women’s representation had often remained close to the minimum threshold.

The baseline also provided a substantive qualitative account of the barriers affecting women’s participation, including unequal access to information, committee assignments, political networks and municipal decision-making. The baseline was designed principally as a qualitative diagnosis of the barriers, relationships and institutional practices affecting women’s participation. It therefore provided a qualitative point of comparison, with participants’ reflections and testimonies informing the assessment of changes in agency, access, relationships and municipal practice. Achievement against the reviewed logical framework was assessed using evidence appropriate to each indicator, including qualitative testimony, project monitoring records and municipal documentation, triangulated wherever possible.

A significant legal development occurred during project implementation. Decree-Law No. 23 of 2025 replaced the previous Local Council Elections Law and introduced open-list proportional representation for municipalities and individual candidacy for village councils. It also lowered the candidacy age to 23 and increased the women’s quota by providing at least two seats for women in nine-member councils, three seats in eleven-member municipalities, and four seats in municipalities comprising thirteen or fifteen members.

The legal change was essential to interpreting the 2026 election results. It altered both the electoral system and the minimum level of women’s representation. The resulting national election figures were therefore treated as contextual developments rather than as evidence of project effect. Any project contribution to the wider legal or electoral change required a separate and evidenced contribution pathway.

Table 1. Baseline reference points and national developments by project closure

Analytical dimension	Baseline or earlier reference point	Evidence available by project closure	Use in the evaluation
Women’s formal representation	Approximately 785 women held around 20 per cent of local-council seats during the 2021–2022 electoral cycle.	PCBS reported that women held approximately 21 per cent of West Bank local-council membership in 2024. The CEC subsequently published 934 women among 3,597 winners in its aggregate 2026 local-election statistics, equivalent to approximately 26 per cent when calculated from the published counts.	The later sources recorded a higher share of women than the baseline reference. They did not constitute a continuous statistical series because their years, geographic coverage, electoral systems and modes of return differed.
Competitive West Bank municipalities	The baseline did not provide a directly comparable	In the 89 competitively elected West Bank municipalities analyzed by AI-	The figures demonstrated the continuing role of the statutory mechanism.

	denominator for competitively elected municipalities.	Marsad, women secured 302 of 1,061 seats, or 28.5 per cent. Of these, 207 seats were secured through quota intervention and 95 through direct competition.	They also reflected the revised quota and electoral framework introduced before the 2026 elections.
Competitive village councils	No directly comparable baseline figure was provided for competitively elected village councils.	Women secured 193 of 837 competitive village-council seats, or 23 per cent. Of these, 107 were secured through direct competition and 86 through quota intervention.	Village councils operated under a different electoral system and were therefore considered separately from municipalities.
Candidacy and list leadership	The baseline identified political, family and economic networks as factors affecting access to candidacy and political authority.	Women constituted 32 per cent of candidates in competitive municipal elections and 23 per cent in competitive village-council elections. Eight municipal electoral lists were headed by women.	Candidate representation, list leadership, electoral success and institutional authority were treated as distinct measures.
Executive authority	The baseline reported women's concentration in women's affairs and service-oriented roles and uneven access to influential institutional spaces.	PCBS reported that women occupied approximately 1 per cent of local-council head positions in the West Bank in 2024.	Women's share of council membership did not, by itself, establish their share of executive or decision-making authority.

The sources summarized above differed in year, institutional coverage and method. The CEC aggregate covered winners across competitively elected and acclamation-returned local bodies and included Deir al-Balah, while the Al-Marsad municipal analysis covered 89 competitively elected West Bank municipalities and excluded municipalities returned by acclamation. Each percentage therefore retained its original denominator and scope.

Taken together, the figures suggested that women's formal presence in local government had widened, while statutory intervention continued to play a central role in determining the composition of municipal councils. The figures did not establish whether increased representation translated into influence over committees, agendas, budgets, institutional procedures or executive decisions. These dimensions required municipal records and evidence collected through the evaluation.

3.4. IMPLICATIONS FOR THE GAP EVALUATION

National electoral and legal developments established the political and institutional environment within which GAP was implemented. The evaluation did not treat them as project outcomes. The project

assessed its contribution within participating municipalities and through evidence linking GAP-supported activities to observed changes.

The evaluation examined contribution across four connected levels:

1. Women's knowledge, relationships, networks, public voice and practical capacity to act within municipal institutions;
2. Women's access to municipal information, committee responsibilities, leadership opportunities and decision-making spaces;
3. The adoption and application of gender-responsive tools, procedures and accountability mechanisms; and
4. The responsiveness and institutional commitment of participating local authorities and relevant public institutions.

Evidence at each level was assessed separately. Attendance was not treated as participation, representation was not treated as authority, and the adoption of a tool was not treated as institutionalization without evidence of its application, assigned responsibility and continuation. Similarly, the project did not attribute national changes in women's electoral representation without evidence demonstrating a plausible and substantiated contribution.

4. EVALUATION OBJECTIVES AND SCOPE

This section defines the evaluation framework, objectives, temporal and geographic coverage, stakeholder and thematic scope, and the analytical boundaries governing evaluative judgement

4.1. EVALUATION FRAMEWORK AND ORIENTATION

The evaluation applied the OECD-DAC criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Given the limited period between several project activities, the 2026 local elections and project closure, the impact criterion was applied proportionately. The evaluation assessed emerging effects and plausible project contribution rather than expecting evidence of mature or population-level impact.

A locally grounded feminist and human rights-based approach informed the application of the criteria. The evaluation examined how municipal procedures, gender relations, political networks, access to resources and the distribution of institutional authority shaped women's ability to participate in and influence local decision-making. Women's political participation was therefore assessed as an individual, relational and institutional process, rather than as a matter of individual capacity alone.

Participating women were treated as political actors, rights holders and sources of knowledge concerning the institutions in which they operated. Their accounts contributed evidence on access to information, political spaces, decision-making processes and municipal authority. Evidence from municipal representatives, employees, community actors, Social Transformation Agents and public institutions provided complementary perspectives on institutional practice and change.

The evaluation also situated project implementation within the political and institutional conditions affecting Palestinian local governance. These included prolonged occupation, territorial fragmentation, restrictions on movement and access, fiscal pressure and institutional uncertainty. These conditions were considered where they directly affected implementation, participation and the feasibility or continuation of project-supported approaches. Evaluative accountability remained focused on the decisions, adaptations and responsibilities within the reasonable authority of project partners and participating institutions.

Local ownership was assessed through the extent to which Palestinian expertise and stakeholder priorities informed implementation and adaptation, and whether participating institutions assumed responsibility for project-supported approaches. International exchange was considered as a process of reciprocal learning between participants operating within different political and institutional settings.

The evaluation applied the following distinctions when interpreting results:

- Participation required evidence of meaningful engagement or influence and was not inferred from attendance alone.

- Political agency concerned women’s practical ability to act, communicate, build relationships and pursue priorities within the opportunities and constraints they faced.
- Institutional adoption referred to formal approval or recognition of a tool, procedure or commitment.
- Institutional application required evidence that an adopted measure had been used in practice.
- Institutionalization required stronger evidence of routine application, assigned responsibility, institutional authority and, where relevant, resources.
- Sustainability concerned the reasonable prospects that benefits, relationships, capacities or practices would continue after project support ended.

These distinctions supported consistent evaluative judgement and avoided equating representation with authority, individual learning with institutional change, or formal adoption with sustained application.

4.2. PURPOSE OF THE FINAL EVALUATION

The final external evaluation served four related purposes:

1. Accountability

To assess performance and results against the reviewed logical framework, approved indicators and stated project commitments. Accountability extended to the donor, implementing partners, participating institutions, women engaged in the project and other stakeholders affected by municipal decision-making.

2. Explanation

To examine how and under what conditions project activities contributed to observed changes. This included consideration of municipal leadership, electoral transition, movement restrictions, institutional support, partner coordination and other factors that influenced implementation and results.

3. Learning

To identify effective approaches, implementation variations, and lessons relevant to future programming on women’s political participation, gender-responsive local governance, and social accountability. Learning was informed by the experiences of women participants, municipal actors, community stakeholders and implementing partners.

4. Decision-making

To provide practical recommendations for ACPP, REFORM, Jovesólides, participating municipalities and relevant Palestinian institutions. Recommendations were formulated with regard to institutional mandates, available resources, political feasibility and local ownership.

4.3. EVALUATION OBJECTIVES

The evaluation pursued six objectives:

1. Assess relevance and coherence.

Examine whether the project design and implementation responded to the political, institutional, social and gender-related conditions affecting women's participation in Palestinian local governance, and whether the intervention complemented relevant institutional priorities and other initiatives.

2. Verify the achievement of planned results.

Assess progress against the Specific Objective, expected results and indicators contained in the reviewed logical framework, using available and verified evidence.

3. Assess changes in women's political agency, access and influence.

Examine changes in women's knowledge, public communication, relationships, access to information, committee participation, leadership opportunities, agenda-setting and engagement in municipal decision-making.

4. Assess institutional practice and accountability.

Determine whether participating municipalities and relevant institutions adopted and applied tools, procedures or practices intended to strengthen women's participation, institutional responsiveness, citizen engagement and public accountability.

5. Assess implementation quality, efficiency, partnership and local ownership.

Examine project management, coordination, sequencing, adaptation and the use of available resources, including the extent to which Palestinian partners and stakeholders shaped implementation and learning.

6. Assess emerging effects, contribution and sustainability.

Identify intended and unintended effects, examine the project's contribution to observed changes, and assess the prospects for continued use of project-supported capacities, relationships, networks, tools and institutional practices.

The evaluation used these objectives to generate evidence-based and operationally feasible recommendations for future programming.

4.4. EVALUATION SCOPE

Scope dimension	Coverage
Temporal scope	The approved implementation period from 1 June 2024 to 31 May 2026. The approved project closing date remained 31 May 2026. Activities completed within this period formed part of the evaluand. Consultations conducted after project closure were used as evaluation evidence and were not treated as project activities. Developments documented after 31 May 2026 were not counted as implementation-period delivery or indicator achievement. Where they occurred

	during the evaluation period, they were used only as evidence of emerging impact, institutional follow-up or sustainability.
Geographic scope	The West Bank locations, municipalities and institutional settings in which GAP activities were implemented. Relevant international exchange and awareness-raising activities were reviewed as components of the overall intervention.
Stakeholder scope	ACPP, REFORM, Jovesólides, elected women, municipal council members and employees, Social Transformation Agents, community actors, participating public institutions and other stakeholders engaged in or affected by the intervention.
Thematic scope	Women's political participation and agency; gender-responsive local governance; municipal accountability and responsiveness; institutional practice; partnership and local ownership; international exchange; and the continuation of project-supported results.
Results scope	Delivery of planned activities and outputs; changes at individual and relational levels; changes in municipal access and practice; institutional adoption and application; emerging effects; and sustainability prospects.

4.5. TEMPORAL AND ANALYTICAL BOUNDARIES

The timing of the 2026 local elections close to project closure affected the maturity of the available outcome evidence. The electoral transition changed the composition of local councils, altered the institutional status of some participants and created new relationships between elected representatives and municipal authorities. The evaluation therefore assessed preparation for political participation, early evidence of institutional practice and emerging influence within the available observation period.

The evaluation did not attribute national changes in women's electoral representation to GAP. The evaluation treated national electoral and legal developments as part of the wider context unless verified evidence showed a plausible project contribution. The project contribution was assessed primarily through changes observed among participating women, municipalities, partner institutions, and project-supported relationships.

Evaluative conclusions distinguished between:

- completed activities and achieved outputs;
- outputs and changes in behavior, access or institutional practice;
- individual-level changes and organizational or institutional change;
- formal commitments and their application in practice; and,
- early indications of continuation and demonstrated sustainability.

Judgements were calibrated to the quality, consistency and scope of the available evidence. Where the evidence supported only an emerging or partial result, the evaluation stated this without assuming either full achievement or failure.

4.6. GEOGRAPHIC SCOPE

The relevant logical-framework indicators use a denominator of 15 participating municipalities. The geographic scope agreed for the final evaluation included 16 Local Government Units (LGUs), as presented in Table 2.

Table 2. Local Government Units Included in the Geographic Scope of the Final Evaluation

Governorate	Local government units included in the evaluation scope	Number
Hebron	Al-Karmel; Al-Shuyoukh; Sa'ir	3
Bethlehem	Al-Ubeidiya; Al-Khader	2
Salfit	Farkha; Bruqin; Kafr Al-Deek	3
Tulkarem	Qaffin; Beit Lid	2
Nablus	Beit Furik; Beit Dajan	2
Tubas	Tammun	1
Ramallah and Al-Bireh	Attara; Beit Ur Al-Tahta	2
Jerusalem	Qatanna	1
Total	16 municipalities/local authorities	16

Beit Ur Al-Tahta was included in the agreed evaluation scope, while the denominator used in the approved logical-framework indicators remained 15 LGUs. Accordingly, calculations against the logical framework retain the approved denominator of 15, whereas the broader geographic scope of the evaluation comprises 16 LGUs. Each relevant finding identifies the applicable denominator where this distinction affects calculation or interpretation.

The evaluation considered variation across locations in municipal capacity, movement and access conditions, local leadership and previous engagement with civil society. These factors were treated as contextual influences when interpreting implementation and results rather than as direct measures of project performance.

4.7. STAKEHOLDER AND THEMATIC SCOPE

The evaluation's stakeholder scope encompassed the principal groups relevant to the intervention's results chain. These included current and former elected women representatives; other municipal council members; municipal employees; Social Transformation Agents; community activists; project partners; relevant national institutions; and other actors engaged in women's political participation and local accountability. Collectively, these groups included rights-holders, duty-bearers and actors with implementation, representation or influence roles.

The thematic scope covered women’s political agency and representation; women’s access to and influence over municipal decision-making; institutional responsiveness and accountability; project-supported mechanisms and practices; collective action and networking; and the prospects for sustaining achieved changes. Figure 1 summarizes these interrelated thematic areas.

Figure 1. Main Thematic Areas Covered by the Final Evaluation



4.8. ANALYTICAL BOUNDARIES

The evaluation assessed the project’s plausible contribution rather than seeking to establish exclusive attribution. GAP operated within a complex political and institutional environment shaped by prolonged occupation, political and territorial fragmentation, electoral change, municipal leadership, individual agency, other civil society programmes and wider social developments. Evaluative judgements therefore considered the strength of the project’s contribution, the evidence supporting it and the influence of other factors.

Political, territorial and access constraints were considered when interpreting implementation, participation, institutional change and prospects for sustainability. The analysis considered both these structural conditions and the spheres of influence available to the project and participating institutions.

Activity completion and participant reach were treated as evidence of output delivery and coverage. They were not considered sufficient evidence of outcome achievement. Evidence of outcome achievement required demonstrated application, institutional use, behavioral or relational change, or influence over decision-making.

The analysis distinguished between the development of a tool, mechanism or arrangement; its formal adoption; its practical use; and its continued application. This distinction was applied consistently to municipal mechanisms, committee arrangements, meeting practices, policy proposals and network structures.

For IOV1.5, where the qualifying action was itself a council decision, adoption measure or formal procedural change, endorsement by the competent municipal council was treated as completion of that action because it conferred municipal authority and assigned responsibility for follow-up to the mayor or council head and council members. This did not, by itself, establish subsequent operational use or continuity, which were assessed separately under emerging impact and sustainability.

5. PROJECT INTERVENTION LOGIC, IMPLEMENTATION ARRANGEMENTS AND ACTIVITY OVERVIEW

This chapter defines the evaluation by describing GAP's intervention logic, partnership and implementation arrangements, principal activity streams and material implementation adaptations. It establishes the programme architecture against which subsequent chapters assess relevance, coherence, effectiveness, efficiency, emerging impact and sustainability. It does not, in itself, determine whether an activity achieved its intended outcome or whether a project-supported tool, mechanism or arrangement was formally adopted, used or sustained.

The description draws on the approved logical framework and project documentation, periodic and final technical reports, training and municipality reports, attendance records, communication products and other implementation records supplied by the implementing partners. Unless otherwise stated, participant figures reproduce attendance recorded for individual activities. Because the intervention involved repeated participation across connected activities, these figures should not be aggregated to estimate the total number of unique individuals reached. The methodology explains how attendance data, participant records and indicator calculations were reviewed and reconciled.

5.1. INTERVENTION LOGIC AND RESULTS PATHWAYS

For evaluation purposes, the team reconstructed the intervention logic from the reviewed logical framework and supporting project documentation. The underlying premise was that women's substantive political participation requires change across interconnected individual, relational, institutional and public-accountability domains.

The project therefore combined capacity development with institutional tools, municipality-specific technical assistance, public dialogue, collective organization, communication and international exchange. This design recognized that elected women do not exercise their mandates solely through individual knowledge or leadership skills. Municipal procedures, access to information, committee and meeting arrangements, workplace conditions, informal relationships, community expectations, and the responsiveness of institutional actors also shape their ability to participate and influence decisions.

The project's central contribution claim was that strengthening the capabilities and relationships of women and municipal actors, while also creating practical institutional tools, participatory spaces and collective structures, would improve women's practical ability to influence local decision-making and strengthen institutional responsibility for gender equality and inclusive local governance.

Within this logic, training attendance, event delivery, production of tools and establishment of dialogue spaces constituted outputs or enabling steps. The intended outcomes required evidence that knowledge was applied, relationships or practices changed, women gained greater influence, public concerns entered municipal processes, or project-supported mechanisms became operational within institutional practice.

The logical framework organized the intervention around three expected results.

Table 3. GAP Results Pathways

Results pathway	Principal constraints addressed	Main activity clusters and intended progression
Result 1: A more favorable political and institutional	Gender barriers embedded in formal procedures,	The Social Transformation Agents programme, Gender Mainstreaming Manual, municipal gender

environment for women's inclusion and participation in local councils	organizational cultures, information systems, workplace arrangements and decision-making relationships.	diagnoses and technical assistance were expected to strengthen understanding and provide practical institutional tools. Their application was intended to support more gender-responsive municipal procedures, participation arrangements and organizational practices.
Result 2: Stronger commitment and accountability among duty-bearers for equality and democratic participation	Limited and irregular opportunities for women, citizens and community actors to engage municipal decision-makers, communicate priorities and secure institutional follow-up.	Accountability Souks, thematic meetings, the political-rights conference and communication activities were intended to create channels for public dialogue, articulate community concerns, generate recommendations and strengthen public and institutional accountability for women's political participation.
Result 3: Strengthened capacities, leadership and advocacy opportunities for elected women	Isolation among elected women, uneven access to peer support and mentoring, limited collective organization and restricted exposure to comparative political experience.	The Elected Women's Network, reflection forums and national and international exchange activities were expected to strengthen peer relationships, collective learning, leadership, communication and advocacy capacity.

The three pathways were intended to operate as mutually reinforcing components, as presented in Figure 2. Social Transformation Agents connected capacity development with municipal practice and community engagement. Gender diagnoses and the Gender Mainstreaming Manual provided reference points for institutional change. Accountability Souks and thematic meetings connected public dialogue with municipal consideration of community priorities. The Elected Women's Network linked individual experience with peer support, collective reflection and advocacy. Communication and international exchange extended these processes to wider Palestinian and Valencian audiences.

Figure 2. GAP Results Pathways



The pathway depended on several enabling conditions: continued engagement by participating municipalities; opportunities for trained actors to apply their learning; institutional authorization and follow-up; incorporation of tools and mechanisms into routine practice; follow-up to recommendations generated through public dialogue; continuity and ownership of the Elected Women's Network; and

sufficient access and mobility for participation. The evaluation examines these conditions within the relevant findings.

6. SUMMARY OF IMPLEMENTED ACTIVITIES

This chapter describes the project's implementation structure and principal activities. It records what was delivered and each activity's intended function within the intervention logic. It does not determine whether an approved indicator was achieved or whether an activity generated its intended outcome. The evaluation findings present those judgements.

The summary draws on the reviewed logical framework, approved project documentation, periodic and final technical reports, training reports, municipality reports, attendance records, communication products and information supplied by the implementing partners.

Note: Participant figures refer to recorded attendance at individual activities and do not necessarily represent unique participants. Because some individuals participated in more than one project component, do not aggregate attendance figures across activities. Sections 6.3 and 6.6 explain how participant records and duplicate participation are handled.

6.1. PARTNERSHIP AND IMPLEMENTATION STRUCTURE

GAP was implemented through a partnership among ACPP, REFORM and Jovesólides. The approved project documentation assigned complementary responsibilities to the three organizations. Participating LGUs, elected and former elected women, STAs, community actors, civil society organizations and public institutions also contributed to implementation.

Table 4. Principal Implementation Roles

Actor	Principal implementation role
ACPP	Partnership leadership; coordination with the donor; strategic and administrative oversight; participation in monitoring, technical review and partnership decision-making; and support for linkages between the Palestinian and Valencian components.
REFORM	Local implementation in the West Bank; engagement with municipalities and Palestinian institutions; baseline and diagnostic work; capacity development; technical assistance; facilitation of accountability and thematic activities; coordination of the Elected Women's Network; communication activities; monitoring; and technical reporting.
Jovesólides	Transfer of participatory communication methodology; support to communication and visibility activities; facilitation of international political exchange; coordination of awareness-raising activities in Valencia; and engagement with Valencian political, organizational and community actors.
Participating LGUs	Nomination and mobilization of participants; participation in diagnostic and capacity-development activities; hosting of public and institutional activities; identification of municipal priorities; and engagement in project-supported technical-assistance initiatives.
Elected and former elected women	Identification of barriers to participation; engagement in reflection and peer-learning spaces; contribution to municipal and public dialogue; development of

	Network priorities; and participation in national and international advocacy and exchange.
Social Transformation Agents	Participation in the sequenced training programme; facilitation or support of municipal and community activities; contribution to communication and awareness efforts; and engagement in accountability and institutional-change processes.
Community actors, civil society organizations and public institutions	Participation in public dialogue, accountability activities, thematic meetings, policy discussions, awareness activities and dissemination processes.

A Management Committee and regular coordination arrangements supported joint planning, monitoring and operational decision-making. Project reporting records continuing technical communication among the partners, supplemented by municipal engagement, stakeholder consultations and activity-level follow-up.

6.2. MANAGEMENT, INCEPTION AND EVIDENCE-BUILDING ACTIVITIES

Three cross-cutting activities established the management, stakeholder-engagement and contextual foundations for implementation.

Table 5. Management, Inception and Evidence-Building Activities

Activity	Delivery recorded in project documentation	Function within the intervention
A0.1. Management Committee, monitoring and coordination	A Management Committee and continuing coordination arrangements involving REFORM, ACPP and Jovesólides operated throughout the implementation period. These arrangements included technical meetings, progress review, continuing communication, monitoring and operational adaptation.	To provide strategic oversight, partnership coordination, implementation monitoring and joint responses to operational challenges.
A0.2. Project launch	The project launch was held online on 9 October 2024. The final technical report records approximately 70 participants, including representatives of participating municipalities, elected women, public institutions, civil society organizations and community stakeholders. Women reportedly represented approximately 54 per cent of participants.	To introduce the intervention, clarify stakeholder roles, establish communication channels and develop a shared understanding of project objectives and implementation arrangements.
A0.3. Baseline, dissemination and information dossier	A baseline and gender-barrier mapping exercise examined the structural, institutional, social and cultural barriers affecting women's participation in local governance across the 15 participating municipalities. The report was prepared in English and translated into Arabic. According to the final activity report, the findings were presented through 13 dissemination sessions attended by 62 participants, including 34 women and 28 men. The principal findings were also compiled in a public-facing information dossier disseminated through REFORM's communication channels.	To provide a contextual and diagnostic foundation for participant selection, capacity development, municipal diagnoses, communication activities, accountability processes and the Elected Women's Network.

The baseline provided a qualitative account of women’s representation and of the political, institutional and social barriers affecting their participation. Its principal operational function was to identify stakeholder needs, contextual barriers and possible entry points for subsequent activities. The methodology and indicator assessment examine its adequacy as a measurement baseline for the approved indicators separately.

6.3. ACTIVITIES IMPLEMENTED UNDER RESULT 1

Result 1 combined three connected areas of work: the STA capacity-development programme, development and dissemination of the Gender Mainstreaming Manual, and municipal gender diagnoses and technical assistance.

6.3.1. Social Transformation Agents Programme

The approved logical framework envisaged 150 STAs, with equal representation of women and men. Participating municipalities nominated council members, municipal employees and other actors considered capable of contributing to institutional and community-level change.

The programme was organized through three sequenced modules. Each module was delivered through five geographically organized cohorts to facilitate participation by representatives of the target municipalities.

Table 6. Social Transformation Agents Training Sequence

Training module	Delivery pattern	Principal areas of content
Facilitation and Social Transformation	Five three-day training workshops conducted between November 2024 and February 2025.	Facilitation; social transformation; power relations; discriminatory practices; social and institutional exclusion; dialogue on sensitive issues; and strategies for organizational and community change.
Gender and Positive Masculinity	Five three-day training workshops conducted between April and July 2025.	Gender concepts; structural and institutional inequality; gender norms and stereotypes; power relations; positive masculinity; shared responsibility for equality; and gender-responsive local governance.
Resonant Communication and Strategic Planning	Five two-day training workshops conducted between September and December 2025.	Audience and stakeholder analysis; message development; active listening; facilitation; advocacy; leadership communication; strategic planning; communication campaigns; social media; and digital engagement.

The sequence was intended to move participants from analysis of social and institutional power towards gender-responsive practice, facilitation, strategic planning and public communication. Participatory methods included facilitated discussion, case analysis, individual and collective reflection, group work, role play, simulation and practical planning exercises.

The same participants could attend more than one module. Module-level attendance therefore reflects participation in specific training activities rather than the cumulative number of unique beneficiaries.

6.3.2. Gender Mainstreaming Manual

The project commissioned a gender specialist to develop a practical Gender Mainstreaming Manual for Palestinian municipalities. Its development drew on the baseline, municipal consultations, gender diagnoses and engagement with elected women, municipal personnel, STAs and the implementing partners.

The manual addressed:

- Institutional arrangements for gender mainstreaming;
- Women’s participation in municipal decision-making;
- Gender mainstreaming in municipal services and public spaces;
- Inclusive institutional and public communication;
- Workplace discrimination and harassment;
- Monitoring of gender-responsive municipal measures.

Following technical review and production, the gender expert led the dissemination sessions during April and May 2026 across the 15 municipalities included in the project’s operational delivery framework. These sessions introduced municipal council members, employees, elected women and STAs to the manual and its proposed applications.

The manual was intended to provide a shared institutional reference for municipalities with different capacities and organizational arrangements. Its production and dissemination are recorded as implementation outputs. Evidence concerning formal municipal adoption, practical application and continued institutional use is assessed separately in the findings.

6.3.3. Municipal Gender Diagnoses and Technical Assistance

Municipal gender diagnoses were undertaken to identify locality-specific barriers affecting women’s participation, institutional inclusion, transparency, accountability and access to services. The diagnoses informed technical assistance intended to translate identified barriers and priorities into practical municipal initiatives.

Table 7. Municipality-Specific Initiatives Described in the Technical-Assistance Records

Municipality or local government unit	Initiative described in implementation records	Intended institutional function
Al-Khader	Gender-sensitive complaints and data-management system.	Generate disaggregated information, identify service gaps and support evidence-informed municipal planning.
Beit Furik	Public information display system (Website).	Improve public access to municipal decisions, announcements and other institutional information.
Farkha	“Municipal Idea Board” or electronic platform for citizen proposals.	Create an accessible channel through which residents can submit ideas and contribute to local planning.
Al-Ubeidiya	Dedicated facilities and secure personal-storage arrangements for	Improve privacy, dignity and workplace inclusion.

	women employees and elected members.	
Beit Ur Al-Tahta	Electronic display of municipal information, service indicators and complaints data (website).	Strengthen transparency and communication between the municipality and residents.
Beit Dajan	Structured speaking-turn procedure, described as a “Pause Button”, for municipal meetings.	Protect opportunities for council members, particularly women, to contribute to deliberations and reduce domination of discussions by a limited number of participants.
Beit Lid	Multi-channel complaints mechanism.	Expand the accessibility of citizen feedback and municipal response channels.
Al-Shuyoukh	Community Participation Centre.	Provide a continuing space for public dialogue, consultation and community engagement.
Sa’ir	Child-friendly space within municipal facilities.	Reduce care-related barriers affecting women employees, elected members and service users.
Al-Karmel	Employee suggestion mechanism.	Enable staff members to contribute ideas concerning municipal services and institutional improvement.

The table records project-supported initiatives described in the technical-assistance documentation. Inclusion in the table does not in itself establish formal approval, installation, operational use or continued application. These stages are distinguished in the effectiveness and sustainability findings.

6.4. ACTIVITIES IMPLEMENTED UNDER RESULT 2

Result 2 sought to strengthen commitment and accountability among duty-bearers through public dialogue, communication, awareness-raising and participatory formulation of municipal recommendations and proposals.

6.4.1. Conference on Women’s Political Rights

A conference entitled “Women’s Political Rights in Local Government Bodies: Reality and Aspiration” was held in Ramallah on 21 May 2026. The final technical report records 106 participants, with women representing approximately 63 per cent of reported attendance.

The conference brought together elected women, municipal representatives, Palestinian public institutions, civil society organizations, community actors and development partners. It provided a project-wide platform for:

- Discussion of barriers affecting women’s political participation;
- Presentation of evidence and experience generated through the project;
- Dialogue concerning the responsibilities of municipalities and national institutions;
- Presentation and discussion of the Gender Mainstreaming Manual; and
- development of recommendations concerning institutional accountability and gender-responsive local governance.

6.4.2. Communication and Awareness Campaign

Communication and awareness activities operated throughout implementation and supported project visibility, public awareness and dissemination in Palestine and Valencia. REFORM, ACPP and Jovesólides contributed according to their respective implementation roles.

Jovesólides introduced its participatory communication methodology, *La Maleta*, and supported the development of communication capacities among project actors. Campaign content drew on the baseline, municipal experience, women's testimonies, Accountability Souks and project-supported institutional initiatives.

Documented communication products and channels included:

- Project visual identity and donor-visibility materials;
- Information dossiers and printed awareness materials;
- Infographics and social-media content;
- Billboards displayed in Qalandia, Tulkarem, Bethlehem, Nablus and Ramallah;
- Event documentation and public communication;
- Participant testimonies;
- Videos documenting Accountability Souks and municipal initiatives;
- Three final visibility and awareness videos;
- Digital dissemination through partner platforms; and
- Communication associated with international exchange and public activities in Valencia.

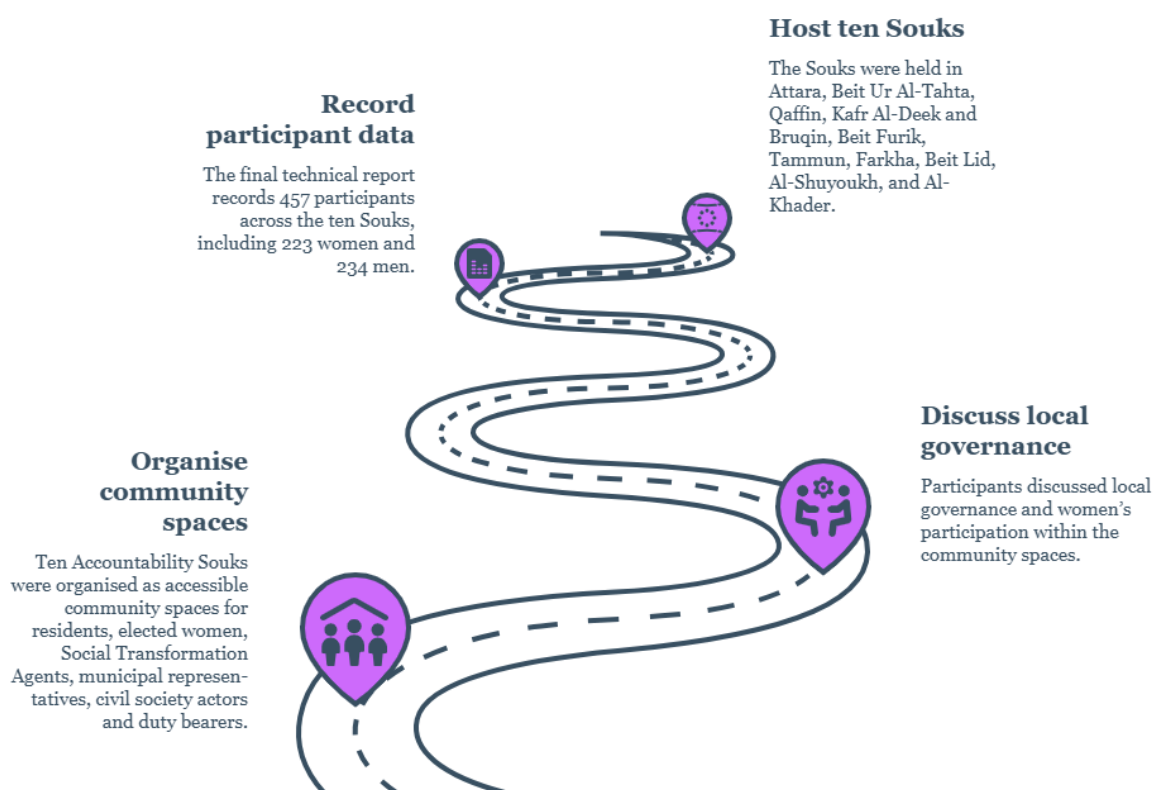
These records establish the production and dissemination of communication materials. Cumulative audience reach, unique audience size, engagement and changes in awareness require separate evidence and are assessed under effectiveness

6.4.3. Accountability Souks

Ten Accountability Souks were organized as accessible community spaces through which residents, elected women, Social Transformation Agents, municipal representatives, civil society actors and other duty bearers could discuss local governance and women's participation.

As presented in Figure 3, the final technical report records 457 participants across the ten Souks, including 223 women and 234 men.

Figure 3. Accountability Souks Implemented by GAP



The Souks used facilitated discussions and thematic stations to examine accountability, transparency, access to information, citizen engagement, women's participation and municipal responsiveness. Their intended function was to create direct interaction between rights holders and duty bearers and generate issues for structured follow-up.

6.4.4. Thematic Meetings and Participatory Proposals

Ten thematic meetings followed the Accountability Souks. They brought together municipal representatives, elected women, STAs and community actors to review issues raised through public dialogue, identify priorities and formulate recommendations or local proposals.

The final technical report records 129 participants, comprising 64 women and 65 men. Meetings were held in Attara, Beit Ur Al-Tahta, Qaffin, Bruqin, Beit Furik, Farkha, Tammun, Beit Lid, Al-Shuyoukh and Al-Khader.

The meetings addressed recommendations and proposals concerning citizen participation and consultation; access to municipal information; women's representation in municipal committees; meeting accessibility and scheduling; complaints and feedback mechanisms; municipal transparency; community–municipality communication; and continuation of inclusive participation spaces.

The thematic meetings connected public dialogue with more focused municipal and stakeholder consideration. The findings assess the subsequent reception, approval, implementation, or continuation of the resulting recommendations and proposals.

6.5. ACTIVITIES UNDER RESULT 3

Result 3 focused on elected women's relationships, leadership, collective organization and access to comparative political experience. Its activities included the Elected Women's Network, reflection forums, online international exchange and a visit and awareness component in Valencia.

6.5.1. Elected Women's Network and Reflection Forums

The project established a Network of Elected Palestinian Women as a space for peer support, collective reflection, mentoring, advocacy and leadership development. The Network initially engaged 17 elected women. Its composition changed during implementation in response to participation levels, the end of some council mandates and the 2026 local elections.

The final technical report records an updated membership of 22 women. It describes a series of online Reflection Forum meetings and two in-person forums. The report refers to 13 online meetings, while its accompanying list provides ten dates. The final membership figure and meeting total therefore require interpretation alongside the available Network roster and meeting records.

The two documented in-person forums were:

- 24–25 April 2026: 19 women participated in reflection on electoral experience, council procedures, committee allocation, access to information and barriers to political leadership.
- 21–22 May 2026: 27 women participated following the local elections, bringing together newly elected women, experienced members, former council members and community actors.

The forums supported the development of a shared Network vision focused on the local government sector, grounded in support for women, transparency and community participation. Participants identified priorities concerning continuous learning, exchange visits, advocacy, institutional partnerships, mentoring, gender mainstreaming and citizen participation.

An initial coordination structure was also discussed. The implementation record identifies a Network Coordinator and a Public Relations Focal Point selected by members. The sustainability section assesses the durability and operational authority of this structure.

6.5.2. Online International Exchange

The reviewed project design envisaged three online international meetings among elected women. The project documented two online exchanges during implementation.

The sessions connected Palestinian women with women leaders and local-government representatives from Spain. Topics included:

- Women's pathways into political leadership;
- Power structures within local politics;
- Institutional mechanisms supporting gender equality;

- Women's influence within municipal structures;
- Accountability and gender-responsive governance; and
- Collective advocacy and political networking.

The first exchange took place in February 2026 and reportedly involved 12 elected women and a guest speaker from Spain. The second took place on 31 March 2026 and included Alicia Tusón, Mayor of Serra. Simultaneous interpretation supported dialogue between participants.

The reduction from three planned meetings to two implemented meetings constitutes a variation in delivery. Its implications for target achievement and the quality of the exchange are assessed in the findings.

6.5.3. Valencia Exchange and Awareness-Raising

Jovesólides reported the implementation of a Palestinian delegation visit to Valencia involving exchange with political and organizational actors and a public awareness activity concerning women's political participation in Palestine. The activity created opportunities for Palestinian participants to present their experiences, compare barriers affecting women's political leadership and engage with Valencian actors.

Partner testimony indicates that the Valencia component also included engagement with local political representatives, organizations and community audiences. It was intended to connect political exchange with awareness among the Valencian public and to challenge simplified representations of Palestinian women by enabling participants to speak directly about their political and institutional experiences.

A detailed activity report, final agenda and consolidated participant list for the Valencia component were not among the activity records supplied to the evaluation. The description of this component therefore relies primarily on partner testimony and the supporting references available in project reporting.

6.6. SEQUENCING AND INTERNAL COHERENCE OF ACTIVITIES

The project's activities followed a broadly cumulative sequence:

1. The baseline and municipal engagement identified barriers and institutional entry points;
2. Municipalities nominated Social Transformation Agents;
3. The training programme developed facilitation, gender-analysis, communication and planning capacities;
4. The Gender Mainstreaming Manual and municipal diagnoses provided institutional reference points;
5. Accountability Souks created public spaces for dialogue;
6. Thematic meetings translated public concerns into recommendations and local proposals;
7. Technical assistance supported municipality-specific mechanisms;
8. The Elected Women's Network connected experience across municipalities and electoral periods;
9. International exchange introduced comparative experience and expanded political relationships; and
10. Communication and awareness activities disseminated project messages and experiences.

This sequencing linked individual capacity with institutional practice, community participation and collective political organization. Several components overlapped during implementation, particularly

during the final months, when manual dissemination, technical assistance, Accountability Souks, thematic meetings, Network forums, the conference and electoral transition occurred within a compressed period.

6.7. IMPLEMENTATION ADAPTATIONS AND EVIDENTIARY QUALIFICATIONS

Implementation took place under movement restrictions, road closures, political uncertainty and changing municipal conditions. The project consequently adapted delivery formats, schedules, stakeholder engagement and elements of the international exchange component.

Table 8. Principal Implementation Adaptations and Evidence Qualifications

Area	Adaptation or issue recorded	Treatment in the evaluation
Project launch and coordination	The launch moved online, and the team used virtual coordination when physical meetings became difficult.	Treated as an operational adaptation intended to maintain geographic inclusion and implementation continuity.
Activity scheduling	Several activities were rescheduled in response to movement and access restrictions, partner availability and municipal circumstances.	Timing is considered in assessing efficiency, sequencing and the period available for institutional application.
Municipal coverage	Operational and evaluation coverage developed beyond the 15-municipality denominator contained in the reviewed logical framework.	Indicator calculations retain the approved denominator. Evaluation coverage of 16 municipalities is reported separately, as established in Section 3.4.
Local elections	Elections changed the institutional status of several women and introduced newly elected members.	The Network was reconstituted to include new, continuing and former elected women. Outcome evidence is interpreted in relation to this transition.
Online international exchange	Two of the three planned online international meetings were documented.	Delivery is recorded as two meetings. Indicator achievement is assessed against the approved target and available participant evidence.
International mobility	A planned visit by Jovesólides representatives to Ramallah could not proceed under the prevailing context. Partner testimony indicates that exchange arrangements were adapted through the Palestinian delegation's visit to Valencia.	The adaptation is considered in assessing relevance, efficiency and the quality of reciprocal exchange.
Participant records	Some totals differ across the final technical report, periodic reports, trainer reports and activity records. Repeated participation across linked activities is also likely.	Activity attendance is distinguished from unique participants. Indicator calculations use the strongest available verified records and identify unresolved discrepancies.
Network records	The final report identifies 13 online meetings while listing ten dates and reports an updated membership of 22 women.	The evaluation assesses meeting and membership claims against available dates, rosters, and stakeholder testimony.
Municipal mechanisms	Records vary in their use of the terms proposed, designed, installed, adopted and implemented.	The evaluation distinguishes development, formal approval, installation, practical use and continued application.

Communication reach	Communication products and dissemination are documented, while cumulative audience and unique-reach records are limited.	Product delivery and documented dissemination are assessed separately from audience reach and changes in awareness.
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This section establishes the activities and implementation arrangements constituting the evaluand. The following methodology section explains how the evaluation verified delivery, assessed indicator achievement and examined the contribution of these activities to changes in women’s agency, municipal practice, public accountability and institutional responsibility.

7. EVALUATION METHODOLOGY AND FRAMEWORK

7.1. EVALUATION DESIGN AND EVIDENCE STRATEGIES

The final evaluation applied the OECD-DAC criteria through a qualitative-led, stakeholder-informed, theory-based and contribution-oriented mixed-evidence design. It assessed the intervention's relevance, coherence, effectiveness, efficiency, emerging impact, and sustainability, along with the cross-cutting dimensions of gender equality, human rights, participation, accountability, local ownership, safeguarding, and learning.

The evaluation reconstructed the project's intended results pathways from the approved logical framework, project design and implementation records. It then examined whether the expected sequence of change was supported by the available evidence: whether activities were delivered; whether participants acquired or applied relevant knowledge and capacities; whether municipal tools and mechanisms were developed, formally adopted and used; and whether emerging changes in women's agency, institutional practice, public accountability and collective organization could plausibly be connected to GAP.

The design assessed performance and plausible contribution. It did not estimate causal effects or attribute observed changes solely to GAP. Political developments, local elections, municipal leadership, individual initiative, other civil society interventions, movement restrictions and wider social and economic conditions were considered as potential enabling factors, constraints and alternative explanations.

Primary fieldwork was qualitative. Quantitative evidence came from project monitoring records, attendance sheets, training records, administrative data, financial information, and other documented outputs. Each source was used only for claims it could reasonably support. Attendance records, for example, established recorded participation but did not, by themselves, demonstrate learning, application, or institutional change. Stakeholder testimony provided evidence of experience, perceived change and project contribution but was not treated as proof of prevalence across the full target population.

Fieldwork planning was informed by an assessment of access, respondent availability and the likely quality of alternative data-collection methods. Mayors, council members, former elected women and former participants were not consistently accessible, and a survey was expected to produce low and uneven response. The evaluation therefore prioritized key informant interviews, individual interviews and focus group discussions capable of generating detailed, context-sensitive evidence. The absence of a representative survey limits population-level claims and is explicitly reflected in the interpretation of results.

Primary fieldwork was conducted between 27 June and 30 July 2026. Evidence consolidation, coding, analysis and quality assurance were completed during August 2026.

7.2. EVALUATION QUESTIONS

The consolidated criterion ratings are presented below. Criterion ratings and evidence-confidence levels are reported separately and are applied consistently throughout the findings.

Evaluation criterion	Core evaluation question
Relevance	To what extent did GAP respond to the principal institutional, political, social and gendered barriers affecting women's substantive participation in Palestinian local governance?
Coherence	To what extent did the project's three results pathways, activities and partnership arrangements reinforce one another, and how effectively did the intervention connect with relevant Palestinian institutions and other initiatives?
Effectiveness	What activities and outputs were delivered, which approved results were achieved, for whom, across which localities and under what enabling or constraining conditions?
Efficiency	To what extent were available time, management arrangements, human resources and financial resources used in an adaptive, timely and proportionate manner?
Emerging impact	What significant intended or unintended changes are plausibly connected to GAP, and what other factors may have contributed to or constrained those changes?
Sustainability	Which capacities, tools, practices, relationships, networks and municipal mechanisms are likely to continue, under whose authority and with what institutional ownership and resources?
Cross-cutting considerations	How did gender equality, rights, participation, accountability, local ownership, intersectionality, safeguarding and knowledge production shape project design, implementation and results?

7.3. EVIDENCE SOURCES AND PRIMARY CONSULTATION PROFILE

7.3.1. Documentary and Quantitative Evidence

The documentary review covered the Terms of Reference; approved project design and budget; reviewed logical framework; baseline and mapping study; inception materials available in the project file; periodic and final technical reports; extension documentation; partner, trainer and municipality reports; participant and attendance records; training assessment information; project products; communication materials; financial workbooks; and relevant official statistical and institutional sources.

Supplementary municipal evidence included a signed Bruqin Municipal Council approval letter, municipality-level commitment records concerning Attara, Beit Ur Al-Tahta and Qaffin, and policy recommendations developed through the Accountability Souks and follow-up thematic meetings. Formal council decisions were treated as evidence of completed institutional action where this corresponded to the indicator's definition. Participant recommendations and prospective municipal commitments were

treated as evidence of dialogue, prioritization and intended action unless formal endorsement was established.

The baseline study served primarily as contextual and diagnostic evidence. It identified barriers affecting women’s political participation, institutional inclusion and municipal accountability, but it was not treated as a representative baseline survey for all approved outcome indicators. Percentage change was calculated only where a comparable baseline measure, endline measure, denominator and underlying dataset were available.

Project-partner, implementer and trainer reports were treated as sources of documented claims rather than as independent confirmation of those claims. The evaluation team compared their findings with attendance records, institutional documentation, municipal evidence, and primary stakeholder testimony wherever possible.

Attendance records were used to verify participation by activity or training module. Records were deduplicated only where adequate participant identifiers were available. Because the same individuals could participate in several connected project components, activity-level attendance figures were not aggregated to produce a total number of unique project beneficiaries.

Trainer-reported pre- and post-training findings were used as supporting evidence of learning within the relevant training cohort. Where matched participant-level records, comparable assessment instruments or complete underlying data were unavailable, the reported change was not independently recalculated and was not generalized to the wider project population.

The Ministry of Local Government - REFORM coordination minute dated 15 June 2026 was treated as post-project evidence of institutional follow-up. It was excluded from implementation-period delivery and indicator calculations and considered only in assessing emerging impact and sustainability. During the meeting, the Ministry requested REFORM's institutional support to establish a gender task force in each municipality. It also expressed its readiness to further mainstream women’s participation in decision-making, incorporate the project’s results into its own plans, and support municipalities in integrating these changes into their 2026–2030 plans. These requests were reiterated by the MoLG representative during the interview that was conducted for the purpose of this evaluation.

The final financial workbook was used to examine reported budget execution, expenditure patterns and variances. The evaluation did not constitute a financial audit and did not assess procurement compliance, expenditure eligibility or comparative cost-effectiveness.

7.3.2. Primary Qualitative Consultations

Primary fieldwork comprised five focus group discussions, 11 key informant interviews and 13 individual interviews.

Method	Consultation sessions	Number of Participants
Focus group discussions	5	43
Key informant interviews	11	11

Individual interviews	13	13
Total	29	67

Source: Evaluation fieldwork register, transcripts and verified consultation records. Each group discussion is counted as one consultation session.

The final recorded attendance was 67 participants across the 29 consultation sessions. This comprised 43 participants in focus group discussions, 13 respondents in key informant interviews and 11 respondents in individual interviews. The attendance figures were established from the verified fieldwork register and consultation records. Transcripts were used to analyze participants' substantive contributions and were not used to reduce verified attendance figures where not every attendee was individually named in the transcript.

The consultations involved representatives of REFORM, ACP and Jovesólides; representatives of the Ministry of Women's Affairs and the Municipal Development and Lending Fund; municipal leaders and employees; elected and former elected women; Social Transformation Agents; community influencers; activists; and other participants in project-supported activities.

The figure of 67 represents recorded participation across the consultation sessions. Because some individuals may have participated in more than one interview or group discussion, it should not be interpreted as a deduplicated count of 66 unique persons. We considered repeated participation when assessing the breadth and convergence of the qualitative evidence and did not treat it as additional independent evidence of prevalence.

Annex IX presents the detailed consultation profile. The Annex records the data-collection method, consultation group or institution, date, final recorded attendance and the principal positions or profiles represented. Individual names and contact information, where available, should remain in the confidential fieldwork register rather than in the main evaluation report unless applicable consent and data-sharing arrangements clearly support their disclosure.

7.4. SAMPLING, GEOGRAPHIC COVERAGE AND GENERALIZABILITY

Purposive sampling was used to obtain variation across implementing partners, institutional responsibilities, municipality, elected status, project role and type of participation. The sample included duty bearers, responsibility holders and rights holders involved in different components of GAP.

The sampling strategy was explanatory rather than statistically representative. It was designed to examine whether change occurred, how it occurred, for whom and under what conditions. The qualitative evidence was therefore used to identify experiences, mechanisms, enabling conditions, constraints, differences across localities and plausible project contribution. It was not converted into population percentages or estimates of prevalence.

Primary consultations provided representation from or evidence concerning 15 of the 16 localities included in the evaluation scope. No locality-specific primary consultation was recorded for Sa'ir; their assessment therefore relied on documentary and implementation evidence where available. Cross-

locality testimony from a participant affiliated with a locality outside the formal project scope was used only for contextual and thematic analysis and was excluded from project-municipality denominators.

The sample included limited direct evidence from people who did not participate, disengaged from the project or experienced no benefit. Positive experiences among continuing or more engaged participants may therefore be more visible in the consultation evidence. The team considered this potential participation and availability bias when assessing the strength and generalizability of the findings.

Interviews and focus groups with Social Transformation Agents and municipal actors provided evidence of application among those consulted. They could not determine the proportion of all 150 intended Social Transformation Agents who subsequently applied their learning or continued in a change-agent role.

The final fieldwork total of 67 represents recorded participation across 29 consultation sessions and is not treated as a deduplicated count of unique respondents. Some individuals may have participated in more than one consultation. Where repeated participation could be identified, it was considered in assessing the breadth and independence of the evidence. Multiple contributions by the same individual could deepen understanding of that person's experience but were not interpreted as evidence that the same experience was prevalent across the wider target population.

7.5. ANALYSIS, TRIANGULATION AND JUDGEMENT FRAMEWORK

7.5.1. Analytical Process

The evaluation used a structured evidence matrix linking the evaluation questions, OECD-DAC criteria, project results pathways, approved indicators, sources of verification and stakeholder evidence.

Analytical step	Application
Evidence mapping	Recorded each project-reported result, the source on which it was based and the type of claim being made.
Source-fit assessment	Examined whether the available source was capable of demonstrating activity delivery, participant reach, learning, formal adoption, practical use, outcome-level change or continuation.
Quantitative verification	Applied the approved indicator definition, population, denominator, timeframe and duplicate-removal rule where the records permitted. Numerical results were not inferred from qualitative evidence.
Qualitative coding	Coded interview and focus group evidence by evaluation criterion, results pathway, stakeholder group, municipality, gendered barrier, enabling factor, constraint, application, institutional change, unintended effect and sustainability condition.
Triangulation	Compared evidence across documents, administrative records, stakeholder groups, methods and localities. Convergent, divergent and contradictory evidence was retained rather than resolved through simple majority judgement.
Contribution analysis	Examined whether project support preceded the reported change, whether the expected mechanism of change was credible, whether evidence converged across sources, and whether alternative explanations were present.
Evaluative judgement	Assigned indicator status, criterion rating and evidence confidence according to the approved target, evidence fit, breadth of evidence and materiality of identified gaps.

The evaluation distinguished among:

1. Development of a tool or mechanism;
2. Formal approval or adoption;
3. Installation or operational preparation;
4. Practical use;
5. Continued or institutionalized application.

This distinction was applied to the Gender Mainstreaming Manual, municipal mechanisms, committee arrangements, meeting practices, complaints systems, participatory proposals, communication tools and Network structures. Development or dissemination was not treated as equivalent to formal adoption, and adoption was not treated as equivalent to use or continuation.

Formal institutional records and stakeholder testimony served different evidentiary purposes. Written decisions, minutes, official correspondence and administrative records were used to establish documented dates, membership, institutional authority, approval and implementation status. Stakeholder accounts were used to understand experience, informal practice, agency, relationships, perceived change and the project's contribution. Evaluative conclusions drew on the triangulation of these evidence types.

7.5.2. Criterion Ratings

Criterion-level performance was assessed using five categories:

Rating	Definition
High	Strong performance across the material dimensions of the criterion, supported by relevant and convergent evidence, with no major gap affecting the overall result.
Moderate–high	Most material dimensions were achieved and evidence was broadly positive, although limited gaps or unevenness remained.
Moderate	Substantial performance and verified positive results were present, alongside material gaps, uneven reach, incomplete institutionalization or limitations in the evidence.
Low	Performance was limited or major gaps affected core dimensions of the intended result.
Unable to rate	Available evidence was insufficient to support a defensible criterion-level judgement.

Formal criterion ratings were assigned only using the five categories defined above: High, Moderate-high, Moderate, Low and Unable to rate. Evidence confidence was assessed separately as High, Moderate or Low, as defined in Section 6.5.4.

Descriptive terms such as *strong*, *mixed*, *limited*, *prospective*, *conditional* or *uneven* may be used to characterize particular dimensions of performance or the maturity of an evaluative judgement. These terms do not constitute additional criterion-rating categories. Where subsection tables present such terms, the relevant column is labelled Descriptive assessment rather than Rating or Evaluative judgement.

Ratings were qualitative syntheses rather than arithmetic averages of indicator statuses. Effectiveness gave greatest weight to verified outcome and change evidence, followed by indicator achievement and the breadth of results across stakeholder groups and localities. Activity completion alone did not establish

effectiveness. For Sustainability, the description *prospective and conditional* refers to the nature and maturity of the judgement; the formal criterion rating remains Moderate.

7.5.3. Indicator Status

Approved indicators were classified according to the following rules:

Status	Definition
Achieved	The approved target was met using evidence appropriate to the indicator definition, intended population, denominator and timeframe.
Partially achieved	Direct quantitative, documentary and/or triangulated qualitative evidence demonstrated meaningful progress towards the intended result or achievement of a material component of the target, but the full approved threshold, coverage requirement or all components of the indicator could not be confirmed.
Not achieved	Adequate evidence demonstrated that the required result was absent or that progress was insufficient to constitute partial achievement.
Unable to verify	The evidence required to judge the intended outcome was absent, incomplete, non-comparable or unsuitable for the approved measure, and no sufficiently direct outcome evidence was available to support even a directional judgement of partial achievement.

An indicator classified as Unable to verify was not treated as evidence of non-achievement. The classification identified an evaluability limitation, reduced confidence in the assessment and limited the strength of the corresponding criterion-level judgement.

For indicators expressed through a numerical threshold, qualitative evidence could support a classification of Partially achieved when it directly addressed the intended change, came from relevant target-group actors, was sufficiently specific to identify the reported change and was corroborated across sources or through documentary evidence. In these cases, the classification demonstrated the existence and direction of change but did not establish that the approved percentage, denominator or coverage requirement had been met.

Activity delivery, participant attendance and product completion were reported separately. They did not, by themselves, establish partial achievement of an outcome indicator. Where only delivery or attendance evidence was available and no direct evidence demonstrated the intended outcome, the indicator remained Unable to verify.

Qualitative accounts from purposively selected participants were not used to infer population-level prevalence or full achievement of an approved numerical threshold. They were used to assess the nature, direction, practical application and perceived significance of change.

Where project reporting and the evaluation's independent verification differed, both positions were presented. The indicator matrix applied the evaluation's classification rules consistently and explained any indicator-specific qualification.

7.5.4. Evidence Confidence

Evidence confidence was assessed separately from performance:

Confidence level	Definition
High	Evidence was relevant, sufficiently complete and convergent across appropriate sources.
Moderate	Evidence was relevant but partly incomplete, uneven across localities or dependent on a limited number of sources.
Low	Major evidence gaps were present, the measure could not be independently reconstructed, or the finding relied predominantly on a single source type.

A positive finding could therefore receive moderate or low confidence where evidence remained incomplete. Conversely, an indicator could be classified as not achieved with high confidence where adequate records clearly demonstrated that the approved threshold was not met.

7.5.5. Use of Qualitative Evidence and Translation

Selected quotations were used to illustrate patterns identified through thematic analysis and triangulation. Quotations were not used as standalone evidence of prevalence or as substitutes for institutional, administrative or numerical records.

Arabic-language contributions were translated into English as faithfully as possible, preserving their substantive meaning, emphasis and analytical significance. Minor linguistic adjustments were made only where necessary for clarity in English and did not alter the participant's intended meaning.

The report generally uses role-, institution- and location-based attribution to balance analytical clarity with confidentiality. Annex IX presents all consultation sessions, their dates, final recorded attendance and the principal participant profiles represented. Names and other direct identifiers, where available, are retained separately in the confidential evaluation records and should be disclosed only where the applicable consent and data-sharing basis permits.

7.6. ETHICS, SAFEGUARDING, QUALITY ASSURANCE AND INDEPENDENCE

Participation in the evaluation was voluntary and informed. The evaluation file retained consultation and consent records. Participants were informed of the evaluation purpose and the intended use of their contributions.

The records available for finalization did not consistently demonstrate that consent explicitly covered identifiable disclosure to all potential readers of the report. Annex IX therefore presents consultation information primarily by role, institution, locality and participant profile rather than reproducing a complete named respondent register. Any separate named attendance register, respondent crosswalk or contact list should remain restricted to authorized evaluation and grant-management personnel. Before wider or public circulation, potentially identifying combinations of role, institution and locality should also be reviewed and further anonymized where necessary.

Access to the participant crosswalk and named consultation records should remain restricted. The authorized custodian, access permissions, retention period and secure destruction arrangements should be formally recorded as part of the evaluation’s data-management process.

A consolidated project safeguarding or incident register was not included among the records reviewed. The evaluation therefore makes no inference regarding the presence or absence of safeguarding incidents during implementation.

Quality assurance measures included:

- Maintenance of a structured source register and evidence trail;
- Cross-checking of participant and activity figures;
- Review of indicator definitions, denominators and calculation rules;
- Thematic coding of qualitative evidence;
- Separation of factual or administrative correction from evaluative judgement; and
- Final consistency checks across the narrative findings, indicator matrix, ratings and executive summary.

WeSearch Center for Research and Consultancies served as the external evaluator and held responsibility for the evaluation design within the agreed scope, consultation process, independent analysis, quality assurance, evaluative judgements and final reporting.

Project partners facilitated access to documentation and potential respondents and provided operational clarification where required. Their involvement did not determine the analytical findings, indicator classifications, evidence-confidence judgements or OECD-DAC ratings. WeSearch did not hold a project implementation, procurement, financial-management or approval role under GAP.

The evaluation combined Arabic-language field evidence with English-language project and donor reporting. Familiarity with the Palestinian institutional and political context strengthened interpretation but also required reflexivity regarding professional relationships, assumptions and evaluator–participant power. Explicit evidence rules, triangulation, source coding and an auditable evidence trail were used to distinguish reported experience from independently verifiable institutional and administrative evidence.

7.7. METHODOLOGICAL LIMITATIONS AND EVIDENCE BOUNDARIES

The following limitations define the scope within which the evaluation findings should be interpreted:

Evidence boundary	Effect on interpretation
Baseline structure	The baseline was a contextual and diagnostic study rather than a representative baseline survey for all approved outcome indicators. Percentage change was calculated only where sufficiently comparable baseline and endline measures, denominators and underlying records were available.
Target populations and denominators	The approved population of 35 elected women, the reported Network membership of 22 women at closure and the minimum threshold of 15 women under the relevant indicator are not interchangeable. The available records did not provide a complete person-level reconciliation across these populations. No percentage was inferred across them. The approved municipal denominator remained 15, while the operational evaluation scope covered 16 localities.

Female rights-holder population	The Specific Objective referred to 63,370 female rights holders, but the approved indicator set did not include a denominator, measurement instrument or source of verification capable of assessing project coverage or change across this population. Communication and public-dialogue reach were therefore treated as output or proxy evidence rather than direct evidence of population-level outcome achievement.
Consultation design and coverage	The consultation sample was purposive and not statistically representative. Primary consultations covered or represented 15 of the 16 evaluation localities; Sa'ir relied principally on documentary evidence. Direct evidence from non-participants and people who disengaged was limited.
Electoral timing	Local elections occurred close to project closure and changed the status of several elected and former elected women. The evaluation could assess preparation, early post-election practice and cross-cycle mentoring, but not longer-term effects on women's influence within newly constituted councils.
Timing of outcome-dependent activities	Several activities requiring subsequent institutional application occurred during the final weeks of implementation. The period available to observe formal adoption, practical use, behavioral change and continuation was therefore limited.
Operating environment	Movement restrictions, road closures, insecurity, political uncertainty and economic pressure affected access, scheduling, participation, implementation costs and municipal continuity. These factors were treated as contextual influences rather than automatic explanations for either achievement or non-achievement.
Financial scope	The financial assessment was based on the final workbook and supporting reporting. It examined reported execution and variance but did not constitute an audit or assess procurement compliance, expenditure eligibility or comparative cost-effectiveness.
Outcome maturity	Institutional, relational and political changes were classified as emerging where their durability, scale or continued operation could not yet be tested. The evaluation avoided presenting early changes as established long-term impact.

8. EVALUATION FINDINGS

8.1. RELEVANCE

The evidence supported a strongly positive judgement on the relevance of GAP, with qualifications concerning the depth, sequencing and institutionalization of some components. The project addressed barriers that participating women and municipal actors considered central to substantive participation in local governance: limited influence despite formal representation, assignment of women to gender-stereotyped roles, unequal access to information and influential committees, limited understanding of municipal procedures, male-dominated institutional cultures, weak connections between municipalities and communities, and the isolation experienced by women serving in individual councils.

The project's relevance derived particularly from its multi-level design. It combined support for women's political capacities with work on municipal practice, community accountability, public attitudes, relationships with male duty bearers and collective organization through the Elected Women's Network. This design reflected an understanding that increasing women's numerical representation would not, by itself, alter the distribution of influence within municipal institutions.

An ACPP project officer described this distinction clearly: "I think the design was highly relevant because it recognized that the issue is not simply whether women occupy seats in local councils. The more difficult question is whether they can actually influence decisions". (KII, ACPP project officer, 20 July 2026)

8.1.1. Alignment with barriers to substantive participation

Consultations confirmed that the barriers addressed by GAP were visible in the everyday organization of municipal work. Women's participation was affected by committee allocation, meeting arrangements, institutional hierarchies, access to municipal information and assumptions concerning the areas in which women were expected to contribute.

One male municipal employee questioned the routine allocation of women to women-specific portfolios despite their professional qualifications: "Why does a woman always have to be placed on the Women's Committee? For example, my degree is in engineering. Why should I be responsible for women's issues? I want committees that are suited to my professional background. Why should you not choose a committee the same way a man chooses one?" (IDI, municipal employee and project participant, 16 July 2026).

The same concern appeared in the Elected Women's Network. For instance, a new council member explained that she has joined the Network following the local authorities' elections on 25 April 2026. She emphasized that network had expanded her understanding of the committees through which municipal priorities and resources were shaped:

“We learned the importance of participating in essential and influential committees, such as financial committees and project committees, and not limiting women’s participation only to the women’s committee”. (FGD, new local council member, 28 June 2026).

Such perception indicated that the project addressed substantive institutional questions rather than treating participation as attendance alone. Its focus on communication, strategic planning, municipal procedures, influential committees, accountability and public engagement corresponded closely to the practical conditions under which women exercised, or were prevented from exercising, their municipal mandates.

8.1.2. Responsiveness to different municipal starting points

The participating LGUs did not begin from a uniform institutional or social position. Some LGUs already had relatively high levels of women’s employment and leadership, while others had treated women’s council membership largely as compliance with the electoral quota. The project’s thematic focus remained relevant across these settings, although the type and intensity of support required differed.

A village council official described the starting position in one participating locality: “In Beit Dajan Village Council, women’s participation had largely been treated as a routine quota requirement. The understanding was simply that two out of the nine council members had to be women, regardless of whether they attended meetings or participated in the council’s work. Their role was marginal”. (IDI, village council official, 18 July 2026)

In other LGUs, the principal need concerned strengthening existing participation, transferring knowledge between elected councils and embedding gender-responsive practice within municipal systems. The inclusion of municipal employees and Social Transformation Agents was therefore relevant because elected councils changed, while administrative staff often remained in place and could support institutional continuity.

The project also extended beyond elected women. It engaged female municipal employees, male and female municipal officials, community activists and local influencers. A participant in the community and municipal employees FGD emphasized the importance of this wider coverage:

“Many thanks to REFORM because it did not only involve the women municipal council members. It also involved female municipal employees”. (FGD, female municipal employee, 8 July 2026)

This broader stakeholder approach strengthened the project’s relevance because women’s participation was shaped by relationships across the municipal institution and local community. The evidence did not support an explanation that located the participation gap solely in women’s confidence or individual capacities.

8.1.3. Adaptation to the Palestinian context

Municipal stakeholders generally considered the content and examples used by the project to be grounded in Palestinian local governance. Participants referred to practical municipal situations involving

administrative hierarchy, strategic planning, council meetings, community consultation, budgeting, local committees and relationships between councils and citizens. One municipal focal point stated:

“All of the topics discussed during the sessions, as well as the examples presented, were based entirely on the Palestinian context. Even as someone from the south, I had not been fully aware of what was happening in the north in Tulkarm, Jenin, and other areas. The discussions genuinely centered on our own context. Our lived reality provided the examples that were raised, discussed, and examined across many of the topics”. *(IDI, municipal engineer and GAP coordinator, 16 July 2026)*

The implementation environment nevertheless changed considerably after the project had been designed. Escalating violence, movement restrictions, economic pressure and expanded municipal responsibilities for relief and emergency response affected participants’ availability and the operating capacity of municipalities. REFORM reported that the underlying design remained appropriate but that the intensity and nature of needs had changed:

“The project design was appropriate, but in my opinion, it needed greater adaptation. Not because the design was wrong, but because the level of need increased”. *(KII, REFORM project coordinator, 30 July 2026)*

Project partners adjusted schedules and delivery formats in response to movement and security constraints, including moving some activities online. These adaptations helped maintain implementation. They could not fully remove the effects of occupation-related restrictions on mobility, concentration, institutional priorities or continuity of participation. A REFORM representative explained:

“We cancelled activities while we were on our way to implement them because there was a checkpoint or a gate”. *(KII, REFORM Programme Director, date not stated in the supplied transcript)*

The evidence therefore supported an interpretation of occupation and movement restrictions as conditions that structured implementation and participation, rather than as isolated external disruptions.

8.1.4. Relevance gaps and insufficiently addressed needs

The project’s thematic scope was relevant, but several consultations indicated that the level of depth and continuity did not always match the complexity of the barriers being addressed.

First, some municipal actors considered the capacity-building content conceptually useful but insufficiently specialized. A municipal director identified a continuing need for practical knowledge of local government law, regulations, procedures and internal council relationships:

“There was a need for specialized training in regulations and laws that would enable a woman council member to understand her role and duties in the municipal council more clearly”. *(IDI, municipal director and programmes coordinator, 16 July 2026)*

This need applied particularly to newly elected members who entered councils near project closure and had not participated in the earlier training pathway. Several participants consequently called for structured handover, introductory sessions for new councils and continued engagement with both women and men serving in municipal leadership.

Second, participants reported that some sessions were separated by long intervals, weakening continuity and requiring facilitators to revisit earlier material. Other concerns included meetings held at inconvenient times, uneven perceived attention across geographic areas, limited field visits to municipalities and insufficient involvement of relevant national institutions in selected activities.

Third, the evidence indicated a continuing gap between individual capacity development and changes in institutional power. One project activist offered a direct qualification to the generally positive accounts:

“When we attended trainings or participated in the project, it gave us hope that we could change reality. But when we return to reality on the ground, we see that women are being excluded. Even when a woman becomes involved, she is not given enough space to use her abilities. That is why I feel that trainings alone, without actual change, are not enough”. (FGD, project activist, 6 August 2026)

This testimony did not negate the relevance of the training. It demonstrated the increasing needs for women empowerment require more penetration in structural change.

Finally, consultations identified needs that required deeper or longer-term attention, including work with men and municipal leadership on patriarchal institutional practices, inclusion of women with disabilities, childcare and other practical participation requirements, and formal institutional mechanisms capable of surviving electoral and leadership change.

8.1.5. Overall evaluative judgement on relevance

GAP was relevant to the principal political, institutional and social barriers affecting women’s participation in Palestinian local governance. Its strongest design feature was the combination of work with women, municipal institutions, community actors and accountability relationships. The project correctly treated formal representation as only one dimension of political participation and directed attention toward voice, institutional access, committee responsibilities, public visibility and influence over decisions.

Relevance was strongest where project content was linked to practical municipal application, including committee participation, meeting arrangements, strategic planning, communication, community accountability and the transfer of experience between women members. It was weakened by the limited time available for institutionalization, uneven continuity between activities, insufficient specialized legal and procedural content, the transition between elected councils and the continuing gap between individual learning and institutional redistribution of authority.

On this basis, Relevance was rated High, with Moderate evidence confidence. The High rating reflects the strong alignment between GAP’s multi-level design and the principal institutional, political, social and gendered barriers identified through the documentary and consultation evidence. The project appropriately combined support to women’s political agency with attention to municipal procedures, institutional responsibility, community accountability and collective organization.

Evidence confidence was Moderate because the evaluation relied substantially on qualitative and retrospective evidence, consultation coverage was uneven across localities and stakeholder groups, and the relevance of the intervention could not be assessed systematically across the full population of intended female rights holders. These limitations qualified the breadth of the judgement but did not materially alter the conclusion that the intervention addressed a highly relevant problem.

8.2. COHERENCE

The Coherence assessment examined whether GAP's components reinforced one another, whether consortium partners performed complementary roles, and whether the intervention aligned with municipal systems, Palestinian institutions and related initiatives. Overall, the project demonstrated strong internal conceptual coherence, mixed sequencing and partnership coherence, and limited external institutional coherence.

8.2.1. Internal Coherence of the Intervention Logic

The reviewed logical framework organized GAP around three mutually reinforcing pathways: creating a more favorable municipal environment for women's participation; strengthening duty-bearer accountability; and strengthening elected women's capacities, networks and political agency. The baseline and mapping exercise was intended to inform the capacity development of Social Transformation Agents, the Gender Mainstreaming Manual, municipal diagnoses and the awareness campaign. These components were subsequently linked to technical assistance, Accountability Souks, thematic meetings, the Elected Women's Network and international exchange.

This represented a coherent gender-transformative logic. It combined work on women's agency with work on institutional procedures, male and female duty bearers, community accountability and public attitudes. Responsibility for change was therefore not placed solely on women. As an ACPD representative explained:

"I think the strength of the project was precisely that it did not assume that training women alone would solve the problem". (ACPD project officer, KII-ACPD-01, 20 July 2026)

This design was consistent with the project's understanding that formal representation does not automatically produce substantive political influence. Positive masculinity work, engagement with municipal employees and leaders, accountability mechanisms and support to elected women addressed different parts of the same institutional and relational system.

Municipal testimony generally corroborated this internal coherence:

"Every activity in the project was built on the activity before it. There were no disconnected ideas or separate meetings. All the activities were interconnected and served one goal, which was strengthening women's participation in municipal councils, increasing their presence in decision-making positions, in institutions and associations, and in political life in general". (Local elected member, FGD-LCM-01, 27 June 2026)

The Network focus group similarly indicated that Reflection Forums, accountability activities and peer exchange enabled former and newly elected women to connect individual experiences with shared institutional challenges. The Accountability Souks brought municipal representatives, community actors and rights holders into the same dialogue, while the thematic meetings were intended to convert issues raised through these dialogues into proposals and municipal follow-up.

These findings supported the coherence of the intervention logic. They did not, by themselves, establish that every connection resulted in sustained institutional change; that question is addressed under effectiveness and sustainability.

8.2.2. Coherence of Sequencing and Implementation

Project documentation showed deliberate connections between activities. The Manual was intended to inform technical assistance and municipal practice; recommendations from the Accountability Souks informed thematic meetings and policy proposals; and the Network participated in reflection, advocacy and international exchange. This was more coherent than a collection of stand-alone training activities.

However, implementation sequencing reduced the strength of these connections. The final activity reporting indicated that most municipal dissemination of the Gender Mainstreaming Manual occurred in April and May 2026, after several Accountability Souks and thematic meetings had already taken place and shortly before project closure. The two in-person Network forums and the Valencia exchange also occurred during the final weeks of implementation and around the local electoral transition. Consequently, several components operated in parallel or were connected retrospectively rather than through a fully iterative sequence of diagnosis, application, reflection and adjustment.

One municipal coordinator also identified lengthy intervals between activities:

“What somewhat undermined the process was the long interval between the sessions. Each time we met with the group again, I felt that we had to revisit the topic from the beginning, which consumed additional time”. (Municipal project coordinator, IDI-MUN-10, 16 July 2026)

Electoral turnover further interrupted continuity between capacity development and institutional application. Former women members and municipal leaders held much of the accumulated project knowledge, while incoming councils required renewed orientation. The project responded through handover discussions and by expanding the Network to include former and newly elected women, but the proximity of elections to closure left limited time to consolidate this adaptation.

The monitoring framework was less coherent than the intervention design. Training assessments showed immediate learning, while attendance records documented reach. However, no comparable project-level baseline and endline survey was available for key perception and political-influence outcomes. Consequently, the evaluation could assess the contribution of interconnected activities qualitatively but could not quantitatively test the complete causal pathway from knowledge and participation to changes in women’s influence and institutional power.

8.2.3. Partnership Coherence

The formal allocation of responsibilities was broadly complementary. ACPP held overall coordination and donor-accountability responsibilities; REFORM led implementation in Palestine and contributed its municipal relationships and social transformation methodology; and Jovesólides led specific communication and international exchange components. Project documentation also recorded a Steering

Committee, a communication group and shared coordination channels. Coordination between ACPP and REFORM appeared particularly strong.

A REFORM representative reported: “There was a high level of coordination, particularly with ACPP. We held regular meetings with them, at least once every month”. (REFORM representative, KII-REF-04, 12 July 2026)

The partnership benefited from the established relationship between ACPP and REFORM and from REFORM’s locally grounded authority to adapt implementation. Jovesólides added a comparative and international dimension that would not otherwise have been available, including contact with Valencian political actors and opportunities for reciprocal learning. Nevertheless, evidence indicated that the formal division of activities was not always translated into sufficiently precise operational arrangements:

“I would say the division was reasonably clear on paper, but not always equally clear operationally”. (ACPP projects manager, KII-ACPP-01, 20 July 2026)

Communication was identified as one area where formal responsibilities overlapped with REFORM’s existing institutional communication systems. Tripartite coordination was described as more needs-based than systematic, despite stronger bilateral coordination between ACPP and REFORM. Municipal testimony also suggested that consortium and institutional partners were not consistently visible during field activities.

There was no evidence that these issues prevented delivery of the main activities. They did, however, limit opportunities for systematic joint learning, shared decision-making and direct feedback between the consortium, municipalities and national institutions.

8.2.4. External Coherence with Palestinian Institutions and Initiatives

The project was substantively aligned with relevant international commitments, including CEDAW and SDGs 5 and 16, and with Palestinian priorities concerning women’s political participation, social inclusion and accountable local governance. Municipal stakeholders also described alignment with strategic planning, community participation and governance needs.

The Municipal Development and Lending Fund considered the intervention consistent with its work on gender, inclusion, municipal accountability and gender-responsive procedures:

“It is very well aligned with the Fund's strategy”. (MDLF social expert, KII-MDLF-01, 14 July 2026)

The external coherence gap was particularly significant because the MDLF and other organizations were already implementing related work on gender indicators, procedural guides, accountability committees and inclusive municipal services. No evidence was available of a systematic mechanism for mapping these instruments, harmonizing guidance or preventing duplication.

8.2.5. Overall Evaluative Judgement

Coherence was rated Moderate, with Moderate evidence confidence.

GAP's intervention logic was coherent and appropriately connected women's political agency, municipal practice, public accountability and collective organization. The baseline, capacity-development activities, Gender Mainstreaming Manual, municipal technical assistance, Accountability Souks, thematic meetings and Elected Women's Network were designed as mutually reinforcing components rather than as isolated activities.

The overall rating reflected compressed sequencing of several municipal and outcome-dependent components, limitations in outcome measurement and uneven formalization of tripartite operational coordination. Manual dissemination, technical assistance, some Accountability Souks and thematic meetings, Network forums and the final conference overlapped near project closure, reducing the period available for iterative application, follow-up and learning.

This finding did not treat the Valencia exchange as a sequencing weakness. The exchange was intentionally designed to initiate a relationship between Palestinian and Valencian municipal actors that could continue beyond the funded project. Establishment of that relationship constituted an achievement, while its continuation and translation into municipal practice represented a prospective sustainability pathway that could not yet be assessed.

Coordination between ACPP and REFORM was comparatively strong, while tripartite operational arrangements were less consistently formalised. The project was substantively aligned with Palestinian national development priorities. Formal ownership by a national institution was not an approved project commitment and was not used as a condition of achievement. Engagement with relevant public institutions was considered as an external-coherence and future-sustainability question. The subsequent Ministry of Local Government–REFORM coordination meeting provided a promising post-project pathway for technical follow-up.

The project was therefore most coherent at the levels of intervention design and local implementation. Areas for further strengthening concerned formal tripartite operational protocols, synchronization with the electoral cycle and alignment of monitoring evidence with the intended outcomes. Coherence remained rated Moderate, with Moderate evidence confidence.

Dimension	Descriptive assessment	Principal finding
Internal intervention logic	Strong	The three result pathways addressed women's agency, institutional practice and public accountability as interconnected dimensions and did not place responsibility for change solely on women.
Sequencing and monitoring	Mixed	Activities were substantively linked, but late delivery, electoral transition, long intervals between some activities and limited outcome measurement weakened the intended progression from capacity development to institutional application.
Consortium partnership	Mixed	Partner roles were complementary and ACPP–REFORM coordination was strong. Tripartite coordination, validation arrangements and operational decision protocols were less systematic.

External institutional engagement	Aligned, with emerging formal linkage	The project aligned substantively with Palestinian institutional priorities. Formal national ownership was not an approved commitment. Post-project engagement with the Ministry of Local Government created a prospective pathway for technical follow-up and scaling.
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The project was therefore most coherent at the level of intervention design and local implementation. Its weakest connections concerned national institutional coordination, synchronization with the electoral cycle and the alignment of monitoring evidence with intended changes in women’s political influence.

Evidence confidence was Moderate overall. Internal design and bilateral coordination were comparatively well documented, while evidence of formal tripartite governance, systematic joint planning with national institutions and harmonization with existing sectoral instruments was less complete.

8.3. EFFECTIVENESS

Rating	Evidence confidence	Evidence-based Assessment
Moderate	Moderate	All three Expected Results were substantively achieved. GAP contributed to more gender-responsive municipal practices, stronger local accountability relationships and demonstrable changes in women's knowledge, voice, leadership and collective organisation. Achievement varied across municipalities and participants. Applying the indicator-classification rules, 3 of the 15 controlling indicators were classified as Achieved, 10 as Partially achieved and 2 as Unable to verify; none was classified as Not achieved. The Partially achieved classifications recognized direct quantitative, documentary or triangulated qualitative evidence of meaningful progress while preserving the distinction between demonstrated change and achievement of the full approved threshold. Two indicators remained Unable to verify because activity delivery was documented but no sufficiently direct evidence established the intended outcome. The formal indicator profile informed, but did not mechanically determine, the overall Moderate effectiveness rating.

Effectiveness was assessed by examining the extent to which GAP produced the changes described in its Specific Objective and three Expected Results, for whom these changes occurred and under what conditions. The analysis distinguished between four evidentiary levels:

1. Activity delivery and participant reach;
2. Acquisition of knowledge, skills or tools;
3. Application by participants or municipalities; and
4. Documented institutional change and continued use.

This distinction is important. Attendance and completed products provide evidence of delivery. Participant accounts can demonstrate experience, application and the direction of change. Municipal decisions, committee records and evidence of continued use are required to establish institutionalization. Direct and triangulated qualitative evidence could demonstrate the existence, direction, application and perceived significance of change and could support a classification of Partially achieved. It could not, by itself, demonstrate that the full approved change occurred among 65%, 70% or 90% of the relevant population.

The result-level assessment therefore draws on convergence across technical and activity reports, training records, municipal evidence, KIIs, IDIs and five FGDs. Section 8 retains the stricter indicator-verification rules and approved numerical thresholds.

8.3.1. Overall Achievement of the Expected Results

The evidence supports the conclusion that each of GAP's three Expected Results was achieved in substantive terms, although the depth, consistency and institutional maturity of the changes varied.

Expected Result	Result-level judgement	Principal evidence of achievement	Remaining qualification
Result 1: A more favorable political and institutional environment for women's inclusion and participation	Substantively achieved, with uneven institutional depth	Capacity development, gender diagnoses, the Gender Mainstreaming Manual, technical assistance, changes to meeting arrangements, women's entry into influential committees and selected municipal participation and accountability mechanisms.	Formal adoption, organization-wide access, operational use and continued application were not documented consistently across all municipalities.
Result 2: Stronger commitment and accountability among duty bearers	Substantively achieved, with variable follow-through	Ten Accountability Souks, ten thematic meetings, five policy proposals, the political-rights conference, public-awareness activities and field evidence of expanded community-municipal dialogue and selected commitments.	Documentation of municipal responsibility, deadlines, implementation and feedback to participating communities remained uneven. The project was aligned with relevant national development priorities. Formal ownership by a national institution was not an approved project commitment and was therefore not assessed as a condition of Result 2 achievement. Subsequent national institutional engagement was considered only in relation to future scaling and sustainability. In this regard, the post-project Ministry of Local Government-REFORM coordination meeting provided a promising pathway for technical follow-up.
Result 3: Stronger capacities of elected women for participation, leadership and advocacy	Substantively achieved, with strong qualitative evidence	Increased procedural knowledge, confidence, agenda preparation, use of municipal law, committee participation, leadership responsibilities, candidacy, peer mentoring, collective initiatives and international advocacy.	The proportion of all participating elected women who experienced change could not be calculated. Prior activism, municipal leadership and electoral dynamics also contributed.

These result-level judgements do not alter the individual indicator statuses. They assess whether the change described by each Expected Result occurred to a meaningful and demonstrable extent.

8.3.2. Result 1: A More Favorable Municipal and Institutional Environment

Result 1 combined evidence generation, capacity development, practical municipal guidance and tailored technical assistance. The pathway was intended to move from recognizing gender barriers to equipping municipal and community actors and then supporting changes in municipal procedures and practices.

Baseline dissemination and recognition of gender barriers

The baseline and mapping exercise examined institutional, political and social barriers affecting women's participation. It was produced in Arabic and English, accompanied by an accessible information dossier and disseminated through 13 sessions reportedly covering 15 municipalities and 62 participants. The project launch separately recorded approximately 70 participants.

The records demonstrated dissemination and discussion of the identified barriers but did not establish knowledge change among 177 unique duty bearers (LFA approved sex disaggregation: 35 women, 142 men). Participant categories and possible overlap between the launch and dissemination sessions were not reconciled. Nevertheless, the field evidence presented below provided direct and recurring accounts from municipal employees, Social Transformation Agents and municipal actors of improved understanding of municipal responsibilities, organizational hierarchy, decision-making, gendered committee allocation and communication with citizens. This demonstrated meaningful progress towards the intended knowledge outcome. IOV1.1 was therefore classified as Partially achieved, with Low confidence; the full target of 177 unique duty bearers was not confirmed.

Field evidence nevertheless indicates that participants developed a more detailed understanding of municipal power, roles and procedures. Across the Community Influencers and Municipal Employees FGD, Social Transformation Agents FGD and municipal interviews, participants described improved understanding of municipal responsibilities, organizational hierarchy, decision-making, gendered committee allocation and communication with citizens.

A Qatanna municipal employee explained: "For the first time, I understood that the municipality has a hierarchy". (Inas, Qatanna Municipality, IDI)

Her perception was corroborated during the Community Influencers and Municipal Employees FGD, where other participants recalled the same learning moment and linked it to a better understanding of authority, communication and responsibility within municipal structures.

Social Transformation Agent training and application

Training delivery was substantial. The first module recorded 150 participants, equally divided between 75 women and 75 men. The Positive Masculinity component subsequently recorded 120 participant-attendances, while the Resonant Communication and Strategic Planning component recorded 154.

Training and final reporting presented positive pre/post changes. The first module reported knowledge gains ranging from 16% to 29%. Final reporting also cited estimated improvements of 70%–85% in participants' ability to identify structural inequalities and propose inclusive solutions. The reviewed trainer report covering Al-Karmel and Al-Shuyoukh and field testimony on communication, facilitation, gender analysis, and municipal responsibilities supported the direction of learning.

The raw matched assessment dataset was not available for independent recalculation. The evidence also did not demonstrate that the same 150 selected individuals completed the full sequence and subsequently acted as Social Transformation Agents. The available register contained repeated records and did not provide a person-level pathway linking training completion to subsequent action.

Fieldwork nevertheless identified selected examples of application. Participants described facilitating community discussions, applying communication methods when dealing with citizens, encouraging women and youth to engage with municipalities, proposing committees and contributing to municipal dialogue and planning. A Qatanna participant linked the training to meetings convened with the incoming council and community. Participants in Al-Shuyoukh, Al-Ubeidiya, Al-Karmel and other localities described applying concepts through municipal or voluntary work.

The combined training-and-action requirement was therefore only partially verified. IOV1.2 remains partially achieved, while the training pathway is assessed as having generated credible knowledge and selected application.

Gender Mainstreaming Manual/Inclusion Protocol

The Gender Mainstreaming Manual constituted the strongest verified institutional output under Result 1. It provided practical provisions covering:

- gender-responsive municipal governance and planning;
- participation and consultation structures;
- gender focal points;
- committee composition and responsibilities;
- meeting arrangements;
- complaints and feedback systems;
- public information and disclosure;
- gender-responsive workplace practices;
- services and access for marginalized groups; and
- sex- and disability-disaggregated information.

The final technical report described presentation sessions in 15 unique localities within the 16-locality operational evaluation scope. The detailed list included Beit Ur Al-Tahta but did not include Al-Karmel. It reported an overall total of 191 participants, while the sex-disaggregated municipal figures summed to 192. These are minor coverage and arithmetic inconsistencies that reduce confidence in the aggregate attendance data but do not negate delivery of the Manual to 15 councils.

The requirement to equip at least 15 councils with a practical tool was met. IOV1.3 remains Achieved, with Moderate confidence. Formal adoption, organization-wide access, practical use and continued application were assessed separately and were not inferred from presentation attendance.

Technical assistance and concrete municipal actions

Evidence concerning the maturity of technical assistance and concrete municipal actions was more mixed. The extension request dated 21 April 2026 stated that two lines of action involving five municipalities remained “in the final phase of logistical preparation.” The final technical report subsequently described ten municipal initiatives. Several descriptions retained forward-looking language, including “proposed,” “aims,” “expected” and “intended,” while the overall narrative characterized the assistance process as completed.

The evaluation therefore treated the ten reported initiatives as being at different stages rather than as ten equivalent completed reforms. Reported initiatives concerned:

- complaints management and sex-disaggregated data in Al-Khader;
- electronic public-information panels in Beit Furik and Beit Ur Al-Tahta;
- a digital citizen-participation platform in Farkha;
- workplace conditions for women in Al-Ubeidiya;
- equitable participation in municipal discussions in Beit Dajan;
- a multichannel complaints mechanism in Beit Lid;
- a Community Participation Centre in Al-Shuyoukh;
- a child-friendly space in Sa'ir; and
- an internal employee-proposal system in Al-Karmel.

The final reporting also referred to municipal disability databases. These initiatives were relevant to gender-responsive governance, particularly where women carried disproportionate care responsibilities. However, complete municipal certificates, installed products, assigned responsibilities and comparable use records were not available for all actions.

Fieldwork verified selected institutional changes, including earlier meeting times, women's entry into influential committees, financial signature responsibilities, discussion or adoption of the Manual and changes in the framing of municipal participation structures. These changes established a credible project contribution. IOV1.5 required one qualifying action in at least five councils, rather than completion of all ten initiatives described in the technical-assistance records. When formal council endorsement was treated as completion of institutional action, municipal documentation and field evidence verified the threshold in at least five councils.

Variation in municipal uptake

Institutional uptake ranged from formal adoption and early application to partial use, review or suspension during the electoral transition. The evidence does not support a single uniform account across all municipalities.

Municipality	Evidence of adoption or application	Evaluative interpretation
Al-Ubeidiya	The project coordinator reported that the Manual was formally adopted and that the adoption resolution was transmitted to REFORM. She stated that it formalized several practices already under development.	Formal adoption was reported. The incoming council still required orientation and follow-up before organization-wide application could be assessed.
Beit Furik	The municipal director reported a council adoption decision, inclusion of the Manual on the planned municipal website and intention to incorporate inclusion into strategic planning. Two of five Finance Committee members were women, one held primary signature authority, a woman chaired the Personnel Affairs Committee and meeting times were changed.	Strongest field evidence of movement from adoption toward application. The municipality retained a Women's Committee and had not yet converted it into the proposed Community Participation Committee.
Beit Dajan	The former executive head reported partial application rather than comprehensive adoption. Women joined	Practical changes were evident, but access to the Manual and institutional

	and chaired influential committees, including Finance and Education, and meeting times changed. A woman member stated that she had not seen the Manual.	ownership were uneven within the same council.
Qatanna	The respondent strongly supported adoption of the Manual but explained that comprehensive application was suspended during council transition. She separately reported that a proposed Social Committee was adopted and that new community–municipal meetings had begun.	Positive reception and application of related principles were evident, while implementation of the Manual itself remained at an early stage.
Tammun	The former mayor had reviewed the Manual and described women’s participation across financial, roads and service committees. He could not confirm whether the incoming council had read or applied the Manual.	Strong evidence of gender-responsive practice, but continuation under the new council was not established.
Qaffin	The new mayor reportedly drew on the Manual while forming committees and supported an internal Community Participation Committee.	Evidence of early influence on institutional design; formal authority and continued use require confirmation.
Kafr Al-Deek	The respondent described a positive response to recommendations concerning community participation, but stated that final action still required a council decision.	Recommendation and consideration were verified; formal approval and implementation remained pending.
Attara	The respondent reported that the Manual was still under review and that committees had been formed.	Institutional consideration was evident; formal adoption and application were not yet established.

The difference within Beit Dajan is particularly instructive:

“It was not adopted in full. We applied some aspects of it”. (Former executive head, Beit Dajan, IDI)

A woman member from the same council stated: “I have never seen the guide at all”. (Woman council member, Beit Dajan, IDI)

These observations are not necessarily contradictory. Together, they demonstrate that leadership-level review or partial application does not establish organization-wide access, ownership or routine use. Institutionalization requires communication to council members and staff, incorporation into procedures, assigned responsibility and evidence of continued application.

Changes in women’s access to municipal authority

Field evidence indicates selected changes in the distribution of municipal responsibility. The strongest examples concerned meeting arrangements and entry into committees traditionally dominated by men. For instance, in Beit Dajan, council meetings previously held at night were changed to facilitate women’s attendance. Women subsequently chaired the Finance and Education Committees and participated in discussions and decisions relating to local services. A council official described the historical significance:

“Since the establishment of the village councils in 1996, no woman council member had served on our Finance Committee. Today, a woman is serving on it”. (Nasser Abu Jeish, Beit Dajan Village Council, IDI)

A woman member independently reported becoming Deputy Chairperson and joining the Financial Committee. These accounts corroborate movement from numerical representation toward access to authority. Moreover, Beit Furik's municipal director reported that two of the five Finance Committee members were women, one woman held primary signature authority and another chaired the Personnel Affairs Committee. Meeting times were also changed to prevent late-evening scheduling from limiting women's participation.

In Tammun, the former mayor reported that women served on financial, roads and service-related committees and represented the municipality in the Tubas Electricity Company and Tubas Water Utility. He estimated that women were core members of most municipal committees and described their participation as substantive rather than symbolic.

Across the network, activist, council-member and municipal interviews, recurring evidence described increased procedural knowledge, confidence, public communication and willingness to seek substantive roles. Several women linked participation to concrete action, including standing for election, requesting agendas, entering financial committees, mentoring peers and organizing community initiatives. Prior activism, supportive leadership, electoral dynamics and other programmes remain plausible co-contributors.

Former women council members described concrete examples of application. One participant recognized that routine assignment of meeting minutes diverted her from deliberation; after the training she declined the task and focused on debating agenda items. A Beit Lid participant described moving from automatic agreement to requesting and reading the Local Government Law, exercising a decisive vote and proposing meeting rules. Together with examples of women entering finance and leadership roles, these perceptions demonstrate plausible project contribution to knowledge, confidence and practical participation.

Across these observations, participating women defined meaningful change in practical terms: knowing and using municipal law, claiming speaking time, declining gendered clerical tasks, entering finance and leadership roles, using a vote, mentoring incoming members and securing more accessible meeting practices. The evaluation treats these as participant-defined markers of substantive participation. They support contribution findings but do not substitute for population-level outcome measurement.

"After participating in the program, I ran in the local elections and was elected as a member of Al-Karmel Municipal Council". (Woman municipal council member, Al-Karmel, Elected Women's Network FGD)

Municipal leadership, electoral outcomes, women's prior experience and other programmes also influenced committee composition and practice. GAP's contribution is most credible where participants linked a project-acquired concept or recommendation to a subsequent decision or practice.

Result 1 judgement

Result 1 was substantively achieved, although not all related indicators met their full thresholds. GAP strengthened relevant knowledge, delivered a practical municipal tool and supported qualifying gender-responsive institutional actions in at least five councils. These actions included formal municipal endorsement, changes in meeting arrangements, women's entry into influential committees and financial

responsibilities, and the adoption of participation structures. The evidence demonstrated that the intended pathway from capacity development and practical tools to municipal institutional action operated in several participating councils.

The breadth and consolidation of institutional change nevertheless remained uneven. The final donor workbook identified supporting mechanisms in ten municipalities. Ten of the approved denominators of 15 represented 66.7%, below the SO.1 threshold of at least 70%, or 11 councils. SO.1 therefore remained Partially achieved. Authority, operational use and continuity were also not documented consistently across all ten reported cases.

IOV1.4 was classified as Partially achieved, with Low confidence. Municipal letters, formal council endorsements, reported adoption decisions, committee changes and procedural adjustments provided direct evidence of commitment to women's inclusion and participation rights in selected councils. The indicator did not define a common operational test for commitment, and no complete register applied the same standard across the 15 participating councils. The evidence therefore demonstrated meaningful progress but did not establish the approved threshold of at least 70%, equivalent to 11 councils.

IOV1.5 was Achieved, with Moderate confidence. Municipal documentation and field evidence verified at least one qualifying gender-responsive institutional action in five or more councils. Where the qualifying action consisted of a council decision or adoption measure, formal endorsement by the competent council constituted completion of that action and assigned follow-up responsibility to the mayor or council head and council members. This did not, by itself, establish subsequent operational use or continuity, which were assessed separately under emerging impact and sustainability. The actions did not need to be identical or supported by the same documentary format. The ineligibility of the proposed monitors and lockers affected only those capital purchases; it did not preclude distinct municipality-specific actions within eligible cost categories.

8.3.3. Result 2: Accountability, Duty-Bearer Commitment and Public Dialogue

Result 2 sought to strengthen duty-bearer accountability through political dialogue, public-awareness activities, Accountability Souks, thematic meetings and policy proposals. The intended pathway moved from open community discussion to prioritization, municipal commitment and institutional response.

Conference and public awareness

The conference "Women's Political Rights in Local Government Bodies: Reality and Aspirations" was held on 21 May 2026 and recorded 106 participants, approximately 67 women and 39 men. Total attendance and women's attendance exceeded their respective numerical references. The male reference of 60 was not met, participant categories were mixed and no matched knowledge assessment was available. IOV2.1 therefore remains Unable to verify despite successful conference delivery.

The communication and awareness campaign produced physical and digital materials, infographics, billboards, publications and videos. Electoral-period billboards promoted women's voting rights, equal councils and support for women candidates. The campaign expanded the visibility of women's political participation, but the evidence did not permit calculation of population-level awareness change.

Accountability Souks

Ten Accountability Souks were documented between July 2025 and May 2026, recording 457 participant-attendances: 223 women and 234 men. Both sex totals exceeded the numerical references under IOV2.2.

The reviewed attendance evidence did not establish that at least 220 of these attendances were duty bearers or reconcile repeated participation across activities. Space delivery and overall reach were achieved, while target-population achievement remains Partially verified. IOV2.2 therefore remains Partially achieved.

Across the fieldwork, perceptions of the Souks were generally positive. Municipal actors, community participants, Social Transformation Agents and project partners described them as accessible spaces in which women, young people, citizens and municipal representatives could discuss services, transparency, participation and local priorities.

Participants valued the reduction of distance between communities and municipalities. Several described the informal format as enabling people to raise concerns that might not have been raised in a formal council meeting. REFORM respondents reported that some municipalities subsequently transmitted commitments arising from the Souks.

Bruqin provided the strongest documented example of the accountability process progressing from public dialogue to formal municipal decision. A signed and stamped municipal letter dated 22 October 2025 confirmed that, at its meeting of 18 October 2025, the council formally approved four Accountability Souk outcomes: establishing a youth council; scheduling council meetings no later than 7:00 p.m. while considering members' circumstances; making the municipal hall available to youth, community organizations and women's associations; and allowing citizens to attend municipal council sessions. This constituted formal municipal endorsement within the project period, with responsibility for follow-up resting with the municipal leadership and council members.

The perceived value was strongest where a Souk was followed by a thematic meeting or municipal action. Where responsibility and follow-up were unclear, participants viewed the activity as useful dialogue but not yet a complete accountability cycle.

Thematic meetings and policy proposals

Ten thematic meetings recorded 129 participant-attendances: 64 women and 65 men. This represented 58.6% of the total reference of 220, 61.0% of the women's reference and 56.5% of the men's reference. The meetings revisited issues raised through the Accountability Souks, prioritized recommendations and translated broad discussion into more specific proposals.

Meeting documentation and field accounts within the Result 2 pathway provided direct evidence of improved understanding of municipal responsibility, citizen–municipality relationships, complaints and feedback processes, community participation and gender-responsive municipal practice. This demonstrated meaningful progress towards the intended outcome. However, the evidence did not establish knowledge change among 220 unique duty bearers or meet the approved sex-disaggregated reach. IOV2.3 was therefore classified as Partially achieved, with Low confidence.

Five policy-proposal products were reviewed. Municipality reports substantiated presentation or discussion of proposal content in Attara, Beit Ur Al-Tahta and Qaffin. Comparable evidence of formal

receipt, presentation and dissemination was incomplete for the remaining products, and IOV2.4 remained Partially achieved.

Field perceptions of accountability change

A recurring trend across the Community Influencers and Municipal Employees FGD, Social Transformation Agents FGD, and municipal interviews was improved understanding of the relationship between citizens and municipalities. Participants described learning how to identify the responsible municipal department, communicate complaints, explain municipal constraints and involve communities in identifying priorities.

A Qatanna municipal employee linked the project to a new practice following council transition:

“Even today, we have a new municipality, and we have already held three meetings with the council and with the local community. This did not exist before”. (Woman municipal employee, Qatanna, Community Influencers and Municipal Employees FGD)

She explained that the meetings addressed the municipal situation, the budget, municipal responsibilities, citizens’ rights and community participation in decisions. This provides a concrete example of project learning being applied to municipal accountability practice.

Other participants reported that citizens became more able to communicate concerns and that municipal actors became more attentive to complaints, public information and participation. The Attara commitments record and municipality-level reports illustrate movement from discussion to proposed follow-up.

The evidence was not uniformly positive. One activist considered that training and dialogue had not sufficiently altered the structures limiting women’s influence:

“In my opinion, there needs to be more substantive work. It should not only be conferences, trainings, and articles. There should be real partnerships and actual change”, (Woman activist, Halhul, Activists FGD)

Other activists in the same discussion reported substantial gains in confidence, voice, municipal access and acceptance of women’s participation. This divergence indicates that dialogue spaces were valuable but that their effectiveness depended on whether participants subsequently had access to receptive institutions and opportunities for application.

Participants generally agreed that accountability required more than convening a meeting. They emphasized the need to record commitments, assign responsibility, establish deadlines and communicate the municipal response back to the community. The principal gap was therefore not the absence of dialogue, but inconsistent closure of the accountability cycle.

Institutional commitment beyond municipalities

Evidence concerning national institutional engagement was less developed. The Ministry of Women’s Affairs respondent reported that the Ministry had not been substantively involved during implementation and became aware of the project at the closing stage. REFORM reported engagement with the Ministry of Local Government and stated that some project recommendations influenced wider guidance or

decisions. The available evidence did not include sufficient joint documentation to verify the extent of that uptake.

The Municipal Development and Lending Fund described related work on inclusion, accountability committees, disclosure and women's participation under its own mandate. These areas demonstrate policy coherence but are not attributed to GAP.

Result 2 judgement

Result 2 was substantively achieved at the level of local dialogue, community–municipal relationships and policy formulation. GAP created accountability spaces at meaningful scale, generated five proposals and produced selected evidence of municipal commitment, follow-up and increased responsiveness.

FGDs and interviews provided direct evidence from participating women and community actors of increased municipal access, greater acceptance of women's participation and selected improvements in municipal responsiveness. These findings supported a classification of Partially achieved for SO.2. However, the absence of a reproducible numerical baseline and comparable endline prevented calculation of the approved 65% increase.

Achievement was less developed in systematic commitment tracking and verified implementation of proposals. Accountability mechanisms were strongest where open dialogue was connected to a thematic meeting, an assigned municipal actor and a documented follow-up action. Formal ownership by a national institution was not an approved condition of Result 2 achievement and was therefore not used to assess this result. National institutional engagement was considered separately under external coherence and prospective sustainability.

8.3.4. Result 3: Women's Knowledge, Political Agency, Leadership and Collective Organization

Result 3 produced the strongest and most consistent qualitative outcome evidence. Across the Elected Women's Network FGD, Local Council Members FGD, Social Transformation Agents FGD, Activists FGD and municipal IDIs, participants repeatedly described changes in procedural knowledge, confidence, communication, peer support, committee participation, agenda-setting and engagement with municipal decisions.

Five interrelated trends were identified:

1. increased understanding of municipal law, roles and procedures;
2. stronger preparation for and participation in council meetings;
3. increased willingness to question, propose, vote and record opposition;
4. movement into influential committees and leadership roles; and
5. collective support, mentoring and exchange through the Network.

Procedural knowledge and preparation

Women described learning how municipal agendas, committees, budgets and decisions operated. For newly elected women, the Network provided access to experienced members who could explain responsibilities that were not automatically clarified by the municipality.

Rima, a newly elected member, provided a concrete example:

“One of the most important things I learned from the network was the need to request the agenda for the council meeting at least three days beforehand so that I can be prepared for the discussion and decision-making”. (Rima, Beit Lid Local Authority, Elected Women’s Network FGD)

She further explained that she learned how to read an agenda, analyze proposed projects and ask whom a decision would serve and whether it would be fair. This is evidence of practical political learning rather than general confidence alone.

Another former woman member described moving from passive attendance to active use of municipal law:

“Before the project, I would go, attend the sessions, and that was all. I did not know that I had a say, or that I had the right to intervene in decisions and participate in them. After participating with REFORM, I requested the Local Government Law and began reading and researching matters related to my role” (Former woman municipal council member, IDI)

She subsequently described refusing to support a decision she considered improper, using a decisive vote to uphold an earlier council agreement and requesting meeting rules to prevent personal attacks and ensure that all members could speak.

Voice, participation and resistance to gendered roles

Participants described learning to speak more confidently, ask questions, request information and defend positions. Several women identified apparently minor practices, such as automatically assigning meeting minutes to a woman member, as mechanisms that diverted women from substantive deliberation.

One former member explained that after recognizing this pattern, she declined the note-taking role and concentrated on discussing agenda items. This example illustrates how gendered administrative expectations can reduce women’s political participation even when they are formally present.

Municipal leaders corroborated changes in women’s participation. The Beit Dajan respondent stated that women members now attended regularly, contributed to discussions and proposed issues for the council agenda. The former Tammun mayor described women expressing their views clearly in committees that had previously been dominated by men.

Some respondents emphasized that women needed to assert themselves. Women’s accounts, however, showed that agency was shaped by access to agendas and information, meeting times, committee allocation, leadership support, care responsibilities, transport, checkpoints and institutional culture. Effectiveness therefore cannot be interpreted principally as increasing women’s confidence. Municipal institutions retained responsibility for creating the conditions in which women could exercise their mandates.

Leadership and influential responsibilities

Field evidence identified women entering or chairing committees on finance, personnel, roads, education, media, and public services. These portfolios carry greater institutional authority than stereotypically feminized assignments.

A Beit Dajan woman member reported:

“Then, during this term, I became Deputy Chairperson and joined the Financial Committee”. (Maram, Beit Dajan Council, IDI)

In Beit Furik, women held two of five Finance Committee positions, including one primary financial signature, and a woman chaired the Personnel Affairs Committee. In Tammun, women reportedly served on most committees and represented the municipality in utility institutions.

These changes were relevant to the project’s substantive political objective because they concerned the distribution of authority rather than merely the number of women present in councils. Fieldwork provided direct and corroborated evidence of selected women entering or assuming responsibility within finance, personnel, roads, planning, tenders, public services and deputy-chair functions. This demonstrated achievement of a meaningful component of SO.4. However, the complete participant and appointment register required to calculate whether at least 50% of participating elected women held such positions was unavailable. SO.4 was therefore classified as Partially achieved—supplementary, with Low confidence.

Candidacy and public political participation

Some women connected their participation in GAP to a decision to stand for election. A participant from Al-Karmel stated:

“After participating in the program, I ran in the local elections and was elected as a member of Al-Karmel Municipal Council”. (Woman council member, Al-Karmel, Elected Women’s Network FGD)

She described the programme as a major source of support. This is credible evidence of perceived contribution to confidence and candidacy, but it does not demonstrate that GAP caused the electoral result. Her prior community activism, reputation, electoral-list dynamics and voter decisions also contributed.

Activists described greater visibility of women during campaigning and stronger willingness to address the public. At the same time, one activist observed that women’s visibility during elections did not always translate into decision-making authority. Her example of women candidates being represented by flowers rather than photographs illustrated the continuing tension between formal inclusion and social recognition.

Network, collective agency and mentoring

The Elected Women’s Network reached 22 reported members following its post-election update. Project reporting documented online reflection meetings and two in-person forums with 19 and 27 attendances.

The Network connected current, former and incoming women representatives and provided a space for peer learning, advice and collective reflection.

Participants described the Network as more than a training group. Former members answered questions from incoming members about agendas, minutes, committees, rights, duties and relations with mayors. New members gained access to experience that would otherwise have remained informal or inaccessible.

One participant reported organizing a women's market for the first time through the Network. Others described maintaining contact outside formal meetings and advising incoming women when they encountered institutional problems.

A former elected member characterized the intended function:

"We want to build a permanent bridge among all of us, and we tried to make this Network that connecting bridge. I have experience I can share with new members; when they face problems or need information, we are ready and present". (Former elected woman, IDI)

The integration of former and incoming members was particularly relevant because elections near project closure changed council composition and risked losing knowledge developed during implementation. The Network partially mitigated that discontinuity by creating a cross-electoral-cycle relationship.

The final donor-reporting workbook classified IOV3.1 as achieved. The evaluation verified reported membership, forums and selected learning and application. It did not receive a person-level measure confirming increased knowledge or capacity among at least 15 distinct elected women, and membership included some former representatives. IOV3.1 therefore remains Partially achieved in the independent assessment.

International exchange and advocacy

Two online political exchanges were implemented in February and March 2026, followed by the Valencia programme from 5 to 9 May 2026. Palestinian women exchanged experiences with women representatives and municipal actors in Spain, participated in political dialogue and municipal visits and presented the conditions affecting Palestinian women's political participation.

The evidence indicates reciprocal learning rather than a one-directional transfer of expertise. Palestinian participants contributed political knowledge concerning occupation, local governance, community participation and the barriers facing women representatives. Spanish counterparts shared municipal equality and participation practices.

The exchanges strengthened public visibility, networking and international advocacy. Their late timing reduced the opportunity for participants to test or replicate learning before project closure. The final donor-reporting status for IOV3.2 remains Achieved because delivery was corroborated and the donor workbook recorded full achievement. The knowledge-change numerators for each required target group could not be independently recalculated.

For IOV3.3, the five-day Valencia programme and approximately 40 participants at the "Voices and Power" event were documented. The technical narrative reported 70%/Partial achievement, while the

donor workbook classified the indicator as fully achieved. Neither source provided the two component numerators and awareness-change measure required for independent verification. IOV3.3 therefore remains Unable to verify.

Variation in women’s experiences

The field evidence was not uniform. Some participants entered GAP with extensive community activism, confidence and municipal experience. They described the project as reinforcing, structuring or expanding existing capacities. Others reported major changes in their knowledge, willingness to speak and understanding of their authority.

One activist could not identify a specific activity that had produced a clear personal effect and considered the intervention overly focused on training and discussion. Other participants in the same FGD reported substantial changes in confidence, municipal presence and women’s voice.

These differences suggest that outcomes were strongest when participants had opportunities to apply their learning in receptive councils or community settings. Training alone was insufficient where access to information remained restricted, leadership was resistant or women were confined to symbolic roles.

Increased agency also operated within continuing patriarchal and political constraints. One former member reported resigning following organized internal pressure. The evidence does not establish that GAP caused the pressure or resignation. It demonstrates that knowledge and confidence do not remove the political consequences women may face when challenging institutional or factional interests.

Residential training also produced differing experiences. Participants valued the intensive learning and networking, while some women reported that overnight stays, Friday activities, care responsibilities and transport constraints affected attendance. The format was effective for those able to participate fully but did not provide equal access for all women.

Result 3 judgement

Result 3 was substantively achieved and represented the project’s strongest qualitative result. GAP contributed credibly to women’s procedural knowledge, confidence, meeting preparation, voice, committee participation, leadership, candidacy, collective support and international advocacy.

The result did not imply that every woman experienced the same change or that the project removed the structural barriers affecting women’s participation. Nevertheless, recurring first-person accounts and corroborating municipal evidence demonstrated meaningful progress in women’s effective political participation and leadership. SO.3 was therefore classified as Partially achieved, with Moderate confidence. The verified denominator and common person-level outcome measure remained unavailable, and the approved 90% threshold could not be confirmed.

8.3.5. Cross-Cutting Trends and Stakeholder Perceptions

The fieldwork revealed several consistent trends alongside important differences in experience.

Analytical trend	Areas of convergence	Differences qualifications	and	Evaluative interpretation
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Knowledge and role clarity	Women, municipal employees, activists and project staff repeatedly described improved understanding of municipal structures, rights, committees, communication and decision-making.	Participants entered with different levels of experience; some described new learning, while experienced activists described reinforcement or refinement.	Strong evidence of positive direction, but no common measure of prevalence.
Confidence and voice	Women described speaking more, requesting information, challenging decisions and expressing opinions. Municipal leaders corroborated greater participation by women in meetings.	Confidence did not automatically produce influence in resistant councils, and some participants already had strong public profiles.	GAP contributed to agency, while institutional conditions determined whether agency translated into authority.
Influential municipal roles	Evidence from Beit Dajan, Beit Furik and Tammun showed women entering finance, personnel, roads and leadership responsibilities.	Complete appointment records were unavailable, and municipalities did not document changes uniformly.	Strong selected outcome evidence; population-level achievement remains unverifiable.
Municipal responsiveness	Participants described improved dialogue, complaints communication and community involvement through Souks and municipal meetings.	Follow-up responsibility and closure of commitments were inconsistent.	Accountability relationships improved, but institutional response mechanisms remained incomplete.
Use of the Manual	Municipal respondents generally considered the Manual relevant and practical. Formal adoption was reported in Al-Ubeidiya and Beit Furik.	Access and application varied from formal adoption to partial use, review or non-awareness.	Tool delivery was achieved; institutionalization was uneven.
Collective organization	Network participants valued peer learning, mentoring and continued contact between former and incoming women.	The Network remained dependent on facilitation and had limited time to establish an autonomous structure.	Strong relational result with promising but not yet assured institutional sustainability.
Perceptions of project effectiveness	Most recurring accounts identified at least one benefit in knowledge, relationships, confidence or municipal practice.	A minority of participants considered the practical effect limited or insufficiently connected to structural change.	Divergence reflects variation in application opportunities and institutional receptivity rather than a single uniform outcome.

To that end, three broader patterns emerge.

1. change was strongest at the individual and relational levels. Knowledge, confidence, communication and peer support were repeatedly documented. Institutional change was also evident, but in fewer and more unevenly documented cases.

2. municipal leadership acted as a major mediating factor. Where mayors, executive staff and councils supported participation, project learning was more likely to influence meeting schedules, committee appointments, community engagement and formal adoption. Where leadership was resistant or transitions disrupted municipal work, application was delayed or remained dependent on individual initiative.
3. formal representation and substantive participation remained distinct. Women's presence in a council did not automatically provide access to agendas, information, financial committees, speaking time or authority. GAP was most effective where it addressed these institutional dimensions rather than treating participation principally as a question of women's individual confidence.

Contribution and Alternative Explanations

The timing and content of the intervention provide a plausible pathway between project support and observed changes. Participants identified specific concepts, skills, relationships or recommendations acquired through GAP and described subsequent use. Municipal leaders independently corroborated selected committee, meeting and participation changes.

GAP was not the only influence. Relevant co-contributors included:

- women's previous community and political experience;
- supportive or resistant municipal leadership;
- local elections and electoral-list composition;
- other civil-society and institutional programmes;
- municipal staffing and institutional memory;
- family and community relationships;
- individual initiative; and
- the wider political and colonial context.

The evaluation therefore finds a credible and, in selected cases, strong project contribution. It does not attribute all observed change exclusively to GAP.

Reconciliation with the Indicator Assessment

The qualitative findings were applied to indicator status in accordance with the rules established in Section 7.5.3. Direct and triangulated evidence supported a directional judgement of meaningful progress for five indicators that could not be assessed against their complete numerical thresholds. These indicators were therefore classified as Partially achieved. Two indicators remained Unable to verify because the available evidence demonstrated delivery or attendance but did not directly establish the intended outcome.

Indicator status	Number of controlling indicators	Interpretation
Achieved	3	The approved target was met using evidence appropriate to the indicator definition and measure.
Partially achieved	10	Direct quantitative, documentary or triangulated qualitative evidence demonstrated meaningful progress or achievement of a material

		component, but the complete threshold, coverage requirement or all indicator components were not fully confirmed.
Unable to verify	2	Delivery was documented, but no sufficiently direct outcome survey evidence allowed a defensible judgement concerning the intended change. This classification did not indicate that no activity occurred or that the project failed.
Not achieved	0	No controlling indicator had adequate evidence demonstrating an absence of meaningful progress.

The ten Partially achieved indicators were SO.1, SO.2, SO.3, IOV1.1, IOV1.2, IOV1.4, IOV2.2, IOV2.3, IOV2.4 and IOV3.1. The two indicators that remained Unable to verify were IOV2.1 and IOV3.3.

For the Partially achieved indicators, qualitative or documentary evidence established the existence and direction of change but did not establish full prevalence or coverage which should be based on an endline survey. The evaluation therefore did not claim that 65% of women changed their perceptions, that 90% of elected women increased their participation or that the complete specified numbers of unique duty bearers experienced knowledge change.

This approach preserves accountability to the approved framework while recognizing substantive changes documented through project records and fieldwork.

8.3.6. Overall Effectiveness Judgement

GAP substantially delivered its intervention package and generated results beyond activity completion. The evaluation concludes that:

- Result 1 was substantively achieved through capacity development, practical municipal tools and selected changes in committee access, meeting arrangements, community participation and municipal procedures;
- Result 2 was substantively achieved through expanded accountability spaces, community–municipal dialogue, policy proposals and selected follow-up practices; and
- Result 3 was substantively achieved through stronger knowledge, voice, leadership, collective organization and international advocacy among participating women.

Achievement was not uniform. Institutional consolidation remained incomplete in several municipalities, and the electoral transition reduced the period available for application and verification. The Specific Objective was advanced substantially, but the evaluation cannot determine the exact proportion of the 35 elected women or 63,370 female rights holders who experienced change.

Effectiveness is therefore rated Moderate, with Moderate evidence confidence. This rating should not be interpreted as evidence of limited delivery or absence of outcomes. It reflects the combination of substantively achieved Expected Results and credible qualitative evidence of change with material limitations in verifying the approved numerical thresholds, breadth of institutional application and population-level reach.

8.4. EFFICIENCY

Efficiency was assessed in relation to the extent to which GAP converted its financial, human and organizational resources into outputs and emerging results within the approved period. The assessment considered economy, operational efficiency, timeliness, adaptive management, partnership transaction costs and equity in access. Budget absorption was treated as one dimension of efficiency; it was not treated as evidence of value for money in itself.

The assessment drew on the first-year and final financial workbooks, the implementation matrix, the extension request, the final technical report and interviews with REFORM Finance Officer, Director, Programme Team and ACPP Management and Project Team. The duplicate versions of the final technical report were treated as one documentary source rather than as independent corroboration.

Criterion	Rating	Evidence confidence
Efficiency	Moderate	Moderate

The project demonstrated strong financial absorption, credible expenditure controls and considerable operational adaptability under exceptionally difficult conditions. Activities were maintained despite movement restrictions, road closures, banking disruption, inflation, exchange-rate volatility and electoral turnover. REFORM's established local presence enabled delivery to be decentralized when travel from Ramallah became unsafe or impractical.

The rating is not higher because delivery and expenditure were substantially back-loaded, several important activities were completed close to project closure, and the requested extension was not approved. Maintaining the formal schedule required additional staff effort and repeated operational adjustments. Partnership coordination was functional but not consistently systematic across all three organizations, and the evidence reviewed did not permit calculation of unit costs, comparative cost-effectiveness or the cost of achieving verified outcomes.

8.4.1. Efficiency of Delivery Across the Three Expected Results

The evaluation examined whether each expected result was delivered in a reasonably economic and timely manner. Expenditure was not consistently coded by expected result, and several budget lines supported more than one result. It was therefore not possible to calculate reliable costs per result or compare their financial cost-effectiveness. The following assessment considers the relationship between the resources used, the outputs produced, the timing of delivery and the substantive results identified under the Effectiveness criterion.

Expected result	Principal resources and delivery mechanisms	Timeliness and use of resources	Efficiency assessment
Result 1: A more favorable political and institutional environment for women's	Baseline and gender diagnoses; selection of Social Transformation Agents; Positive Masculinity and	The diagnostic, training and Manual components generated substantial coverage across the participating municipalities. Decentralized delivery and local	Resources were converted into substantial capacity-development and institutional outputs, and Result 1 was substantively

inclusion and participation	Resonant Communication training; Gender Mainstreaming Manual/Inclusion Protocol; municipal presentations; and technical assistance.	facilitation protected continuity during movement restrictions. However, the Manual, municipal technical assistance and several concrete actions were concentrated late in implementation, leaving limited time for practical use and institutional consolidation.	achieved. Efficiency was reduced by the late sequencing of technical assistance and the limited observation period available to assess routine municipal application.
Result 2: Strengthened commitment and accountability among duty bearers	Conference involving 106 participants; 10 Accountability Souks recording 457 participant-attendances; 10 thematic meetings involving 129 participants; communication activities; and preparation of five policy proposals.	The sequence from public dialogue through thematic meetings to policy proposals allowed evidence and recommendations generated in one activity to inform subsequent work. This reduced duplication and extended the use of project-generated knowledge. Most delivery nevertheless occurred during the second year, with the final Souk held on 24 May 2026, one week before project closure.	The project achieved substantial reach and used linked activities to generate cumulative rather than isolated outputs. Result 2 was substantively achieved. Efficiency was moderated by late delivery and uneven evidence concerning institutional follow-up on commitments and proposals.
Result 3: Strengthened capacities, networking and international advocacy among elected women	Elected Women's Network; online and in-person Reflection Forums; peer exchange; international online meetings; and the Valencia exchange visit.	Online meetings reduced travel requirements and enabled continued participation across dispersed municipalities. The Network built on relationships created through other project components, while use of a partner venue in Valencia avoided rental costs. The Valencia exchange was implemented near project closure in accordance with the approved design and was intended to initiate a continuing relationship between Palestinian and Valencian municipal actors. Its timing was not treated as an implementation delay, although the short post-exchange observation period limited assessment of subsequent application. Some participants considered the programme too	The Network and Reflection Forums made efficient use of existing relationships and relatively low-cost online mechanisms to generate peer support and collective learning. Result 3 was substantively achieved. The depth of the international component and the time available for post-exchange application were more limited.

short to maximize extensive job-shadowing opportunities.

Across the three results, the strongest efficiency was found where activities were deliberately linked and where existing local structures, relationships and knowledge were reused. The baseline and gender diagnoses informed the training, Manual and technical assistance; the Souks informed thematic discussions and policy proposals; and the Network connected capacity development, peer support and international exchange.

The main efficiency constraint was therefore not failure to deliver the three results, but the concentration of several important activities during the second year and final months. Formal delivery was substantially completed within the approved period, but late sequencing reduced the time available for municipal application, follow-up and learning. On this basis, the three results were delivered with Moderate overall efficiency.

8.4.2. Financial Summary Table: Budget Overview and Donor Contribution

The project was fully financed through the contribution of the Generalitat Valenciana. No additional public, private or local co-financing was recorded in the final financial workbook.

Budget item	Approved or reference amount	Final reported expenditure	Share or execution rate
Total approved project budget	€469,646.00	€469,645.996	100.0%
Generalitat Valenciana contribution	€469,646.00	Included in total expenditure	100.0% of the approved project budget
Other recorded public, private or local co-financing	€0.00	€0.00	0.0%
Direct costs	€428,246.00	€427,000.31	99.7% execution; 91.2% of approved budget
Indirect/management costs	€41,400.00	€42,645.69	103.0% execution; 8.8% of approved budget
Cumulative expenditure at first-year reporting point	—	€136,178.36	29.0% of total budget
Expenditure during the second year and closure phase	—	Approximately €333,467.63	71.0% of total budget
Reported unspent balance	—	Approximately €0.00	Overall budget fully absorbed

The financial records demonstrate effectively complete use of the approved Generalitat Valenciana contribution without exceeding the overall project ceiling. The direct-cost underspend of approximately €1,245.69 was offset by an equivalent increase in indirect/management expenditure. Budget reallocations

allowed the project to respond to exchange-rate losses, price increases and changing implementation requirements while maintaining the principal activity package.

The concentration of 71.0% of expenditure during the second year and closure phase confirms that delivery was substantially back-loaded. This reflected both the original sequencing of later activities and the effects of movement restrictions, security developments, technical-assistance redesign and electoral transition. Although final absorption was strong, the expenditure profile left comparatively little time for institutional application and outcome consolidation.

The figures are drawn from the first-year monitoring workbook and the final donor financial workbook. The evaluation did not review the final audit opinion or the complete line-by-line approval record for all reallocations. It therefore confirms reported expenditure and aggregate budget performance without making a separate financial-compliance determination

Overall budget control was therefore strong at aggregate level: the project remained within the total approved ceiling and reached full financial absorption. The direct-cost underspend of approximately €1,245.69 was almost exactly offset by expenditure above the latest indirect-cost allocation. The reviewed package, however, did not include the final audit opinion or a complete line-by-line approval trail explaining the treatment of this variance. The evaluation therefore does not make a judgement on financial compliance beyond confirming what is recorded in the submitted workbook.

Comparison of the allocations presented in the first-year workbook with the final validated budget indicates gross reallocations of approximately €28,801, equivalent to 6.1% of the grant. Allocations increased particularly for training and coordination, materials and local personnel, while allocations for technical and professional services and rental were reduced. Against the final line allocations, expenditure on training and coordination reached approximately 108.8%, while travel and accommodation, rental and technical services were below their respective allocations. This pattern is broadly consistent with the reported shift towards localized delivery and the concentration of training and accompaniment in the second year, although the available records do not establish a direct causal relationship.

Rinad explained the principal financial pressure:

“Due to increasing cost for accommodation and hospitality, we had to reallocate the budget more than once and make adjustments so that we could cover the financial differences”. (*Rinad, REFORM Finance Officer*)

The budget had been calculated using an exchange rate of ILS 3.8755 per euro. The final workbook records a weighted average of approximately ILS 3.7086 for transfers to REFORM, while individual transfers varied substantially. Applied illustratively to the recorded transfers, the weighted rate represented approximately 4.3% less local-currency purchasing value than the budget rate. This is an evaluator calculation illustrating the pressure on purchasing power; it is not a formally reconciled exchange-rate loss.

The applicable donor rules did not permit the inclusion of a contingency budget line. Inflation in accommodation, hospitality and transport therefore had to be managed through approved reallocations between existing budget lines. These adjustments enabled the partners to preserve implementation, although the related administrative and approval processes increased management effort and reduced

the remaining flexibility within individual lines. This reflected a constraint of the grant's budget architecture rather than an omission by the implementing partners.

Where a contingency reserve remains ineligible, future financial planning could incorporate realistic inflation assumptions, regular expenditure forecasting, early reallocation triggers and clearly agreed approval procedures.

8.4.3. Financial management, procurement and cash flow

Financial management arrangements were reasonably robust. The Finance Officer described continuous comparison of planned and actual expenditure, follow-up with project teams, regular reminders concerning supporting documentation and reporting deadlines linked to the implementation plan. Release of subsequent payments required expenditure of at least 80% of the preceding transfer, creating a clear incentive for regular financial monitoring.

Later financial reports were reported as submitted on time and the final workbook records full cumulative payment and a zero closing balance. A register of service contracts was also maintained. These arrangements support confidence that expenditure was actively monitored rather than reconciled only at closure.

The financial system nevertheless carried significant transaction costs. Payments could be authorized only twice each month, while procurement and tendering involved several stages of review and evaluation. The first financial report was delayed by approximately two weeks while payments were completed and entered. This did not materially disrupt subsequent reporting, but it illustrates the importance of aligning procurement, payment-authorization and reporting calendars.

Banking disruption created an additional cash-flow risk. During the war, intermediary banks increased verification requirements and in some cases rejected or returned transfers to Palestinian banks. When one transfer route could not be resolved, the project changed the receiving route and used an Arab Bank account with a different intermediary bank. The financial records and testimony indicate that this prevented the banking disruption from materially affecting final delivery.

REFORM also reported using centralized tendering arrangements for printing, filming and related services. However, procurement files, bid comparisons, tender evaluations and market-price benchmarks were not available within the documentation reviewed by the evaluation. Consequently, the evaluation can confirm the existence of procurement and contract controls but cannot independently determine whether individual inputs were purchased at the lowest reasonable cost.

8.4.4. Timeliness, sequencing and delivery compression

The project formally operated for 24 months, from 1 June 2024 to 31 May 2026. The final technical report states that the planned schedule was respected. This is broadly supported at output level: the major activity components were ultimately delivered within the approved period.

The expenditure and activity profile, however, shows substantial back-loading. At the first-year reporting point, expenditure represented only 29.0% of the total grant. The first-year narrative reported that several

activities remained under preparation, that the conference had been moved to the second year, and that the Souks, technical work and international exchange would be concentrated later in implementation.

Several major activities were consequently completed near closure. These included the final conference on 21 May 2026, the second in-person Reflection Forum on 21–22 May and the final reported Accountability Souk on 24 May. On 21 April 2026, the partners requested a three-month extension because two lines of action in five municipalities remained in the final stage of logistical preparation. The request stated that delivery could be completed within the existing period but argued that additional time would improve methodological quality and accompaniment. The formal project closing date remained 31 May 2026.

Stakeholder accounts differed regarding the adequacy of time. Jovesólides considered the resources and timeframe sufficient for the Jovesólides component and did not support an extension because its assigned work had been completed. REFORM similarly considered the timeframe sufficient and reported no significant delay affecting planned results. REFORM projects manager stated that there was no fundamental disruption because the project had a direct plan and local coordinators.

ACCP's assessment was more differentiated: the period was sufficient to produce substantial work, but not necessarily to consolidate institutional transformation. REFORM emphasized the additional effort required to maintain delivery:

"Something that used to require one day began requiring ten days, and something that required a certain budget began requiring additional financial commitment". (*Oday Abu Karsh, REFORM*)

These accounts are not necessarily contradictory. They distinguish between formal schedule performance and process efficiency. Activities were largely completed within the contractual period but maintaining that performance under war conditions, as referenced in the desk review, required more time, effort and management attention than originally anticipated. Moreover, late completion reduced the period available to observe whether municipal tools, commitments and procedures entered routine use.

The available implementation matrix was not fully reconciled with the final report. It retained "ongoing" or "pending" classifications for several activities later reported as completed. It also recorded the planned ACCP/Jovesólides visit to Ramallah as cancelled. This does not negate subsequent delivery but indicates that management information and version control were not fully updated through closure, increasing the work required to verify final status.

8.4.5. Adaptive operational management

Adaptive management was one of the strongest dimensions of efficiency. Movement restrictions, checkpoints and security incidents repeatedly affected access to municipalities. Rather than suspend the intervention, REFORM shifted implementation from a predominantly centralized model to delivery through its local community-service groups and governorate-level networks. REFORM summarized the adjustment:

“We shifted activities from centralized implementation to local implementation, which allowed us to continue working on the project”. (*Rezeq, REFORM*)

REFORM’s director similarly explained that local groups could implement activities in areas such as Hebron while the Ramallah team provided remote follow-up. This reduced exposure of staff and participants to unsafe travel and protected delivery continuity. The lower-than-budgeted final expenditure on travel and rental is consistent with this adaptation, although the financial records do not isolate the savings attributable to decentralization.

Online delivery was also used where appropriate. The launch meeting was conducted virtually, enabling participation from the northern, central and southern areas of the West Bank while avoiding unnecessary travel. Several Reflection Forums and coordination meetings also moved online. Nicole confirmed that an emergency or alternative plan was used to preserve implementation while retaining the approved objectives.

The international component illustrates both adaptation and transaction cost. The planned partner visit to Palestine did not take place, while the Valencia exchange was retained. Jovesólides reported that a partner venue was used without rental cost, constituting a specific cost-saving measure. At the same time, a flight had to be cancelled and reorganized, translation was costly, and the exchange took place late in the project. Jovesolides management considered the visit valuable but too short to maximize learning, observing that a longer stay would have enabled more training and job-shadowing but would have required additional resources.

The technical-assistance component required adjustment when some of the proposed municipality-specific initiatives involved the purchase of inventory-recorded goods, including monitors and lockers. Although these items were aligned with the project’s purpose, they could not be financed from the available allocation because it had been approved for running costs and could not be reallocated to capital expenditure under the grant’s financial rules. The constraint therefore concerned expenditure eligibility and budget classification, rather than a general prohibition on differentiated municipal interventions or their treatment as direct funding. The component was subsequently reformulated around public consultations that could be financed within the approved cost categories. Distinct interventions for each of the five selected municipalities would nevertheless have remained possible if designed around eligible expenditures. The experience highlighted the importance of aligning municipal needs, proposed interventions and donor cost-eligibility requirements at an earlier stage. Where the reformulation contributed to delayed delivery, it also reduced the time available for implementation and follow-up.

8.4.6. Partnership coordination and transaction costs

The project had a formal Management or Steering Committee, shared email communication and common documentation spaces. REFORM and ACPP reported regular coordination, with REFORM referring to meetings at least once per month. REFORM also described the administrative sequence and working relationship as appropriate, collaborative and generally free from significant problems. These arrangements supported rapid decision-making on operational and financial adaptations.

The evidence nevertheless identifies differences between bilateral and tripartite coordination. ACP's team described ACP-REFORM coordination as fluid, reflecting an established relationship and mutual trust. Her assessment of the wider consortium was more qualified:

*"I would say the division was reasonably clear on paper, but not always equally clear operationally".
(Projects Manager, ACP, 20 August 2026)*

Communication responsibilities created particular uncertainty because Jovesólides had a formal coordinating role while REFORM maintained its own established communication procedures and team. Validation boundaries and authority over particular products were therefore not always sufficiently explicit. ACP representative also considered tripartite coordination more needs-based than systematic.

Joveslides described collaboration positively but reported that contact was more intensive with ACP than with REFORM. She also considered that field-based inception meetings would have improved Jovesólides' understanding of the Palestinian context before implementation. The first-year report confirms that initial ACP and Jovesólides field travel could not take place because of the security situation. The absence of this joint inception opportunity was therefore contextually understandable, but it increased the learning and coordination burden during delivery.

The Ministry of Local Government presented another coordination bottleneck. REFORM reported that contact began early but bureaucratic procedures and inconsistent responsiveness delayed information reaching the relevant units. REFORM's project coordinator considered the focal-point arrangement insufficient to ensure effective follow-up and recommended more direct involvement of the relevant Ministry units. The evidence therefore supports attempted engagement but also indicates that clearer institutional routing could have reduced repeated communication and strengthened earlier ownership.

Overall, partnership coordination was sufficient to maintain implementation, but not fully optimized. Strong bilateral relationships and informal communication compensated for less systematic tripartite governance. This worked operationally, but generated avoidable transaction costs around validation, logistics and the interpretation of partner responsibilities.

8.4.7. Equity-sensitive efficiency

Efficiency in a gender-responsive intervention cannot be interpreted as selecting the least expensive delivery option without considering who is able to participate. Several adaptations generated legitimate additional costs or management requirements while protecting inclusion.

Localized delivery reduced the risks and travel burden faced by women and other participants. Online sessions enabled participation across dispersed municipalities. Nadeem reported that women were permitted to bring children to activities when care responsibilities would otherwise have prevented attendance. Translation was essential to the international exchange even though it increased costs. These expenditures and accommodations should be understood as enabling costs required for equitable participation rather than as inefficiencies.

At the same time, residential training and international travel produced an inclusion trade-off. Participants able to attend valued the intensive learning and networking, but overnight requirements, care

responsibilities, social restrictions and mobility constraints could limit participation for some women. The project did not maintain sufficiently systematic data on those unable to participate, repeated attendance or differential participation costs. It is therefore not possible to determine whether the selected delivery mix achieved the best balance between learning intensity, cost and equitable access.

Electoral turnover also affected efficiency and equity. Considerable investment had been made in elected representatives who subsequently left their councils. The project responded by engaging incoming women and broadening the Network to include former and newly elected members. This protected institutional memory but required renewed orientation and relationship-building. Nadeem's recommendation to involve permanent municipal employees more extensively alongside elected representatives is therefore an important efficiency lesson because it would reduce knowledge loss across electoral cycles.

8.4.8. Stakeholder convergence and variation

Issue	Areas of agreement	Differences in perspective	Evaluative interpretation
Adequacy of resources	Respondents generally considered resources sufficient for the approved activities.	REFORM and Jovesolides considered resources sufficient within their components; Nicole wanted deeper training and practical accompaniment; REFORM's director reported that delivery required additional effort and financial commitments.	Resources were adequate for formal delivery but more limited in relation to depth and institutionalization.
Timeliness	Most respondents considered that major activities were ultimately implemented.	Jovesolides and REFORM reported no material delay; ACPP supported an extension for greater coherence; REFORM's director described substantial increases in the time required for routine work.	Formal completion was achieved, but process efficiency and consolidation time were constrained.
Partner coordination	All partners described functioning communication and no major consortium breakdown.	REFORM emphasised strong bilateral coordination with ACPP. ACPP and Jovesólides identified opportunities to formalise tripartite scheduling, logistical coordination and validation procedures.	Coordination supported delivery and adaptation. More systematic tripartite protocols could have reduced transaction costs and clarified operational responsibilities without altering the substantive contribution of any partner.
Adaptive management	Respondents agreed that implementation was adjusted to	Accounts differed mainly in the emphasis placed on the additional costs and effort required.	Adaptation was effective in preserving continuity, but it did not eliminate the resource consequences of the crisis.

	security, mobility and electoral change.					
Financial management	Finance and programme respondents agreed that reallocations were used to protect activities.	Finance staff emphasized controls and flexibility; programme staff emphasized the practical limitations created by donor rules, exchange rates and emerging municipal needs.	Budget management was responsive, but operated under considerable external and procedural pressure.			

The differences largely reflect respondents' institutional positions and their proximity to particular components rather than fundamental factual disagreement. Jovesólides could reasonably consider its own component completed while ACPP and REFORM remained concerned about municipal technical assistance and institutional consolidation.

8.4.9. Value for money and evidence limitations

The available evidence provides a credible, but not conclusive, case for value for money.

- **Economy:** The project remained within its overall budget, used centralized tendering, adapted delivery to reduce unsafe travel and used a no-cost venue for part of the Valencia exchange. However, procurement comparisons, market benchmarks and the final audit opinion were not available for independent assessment.
- **Efficiency:** Substantial outputs were delivered and all three expected results were substantively achieved despite severe contextual disruption. Nevertheless, delivery was heavily back-loaded, some processes required considerably more staff effort than planned, and partnership and donor-compliance arrangements generated additional transaction costs.
- **Effectiveness:** As established in Section 8.3, the project generated credible individual, relational and institutional changes. Of the 15 controlling indicators, 3 were Achieved, 10 were Partially achieved and 2 were Unable to verify. Budget execution supported substantial delivery of the planned intervention package. The value-for-money judgement also considered the strength, reach, equity and likely durability of the resulting changes. Effectiveness was therefore assessed as Moderate.
- **Equity:** The project incurred legitimate costs to enable women's participation, including localized delivery, translation, safe spaces and accommodation of care responsibilities. These strengthened the appropriateness of resource use, although participation and cost data were insufficient to assess distributional efficiency systematically.

No activity-level unit costs, staff-time records, comparative delivery costs or cost-per-outcome calculations were available. Repeated attendance figures could not consistently be converted into unique-beneficiary denominators, and matched outcome data were not available for linking expenditure to measured change. The final technical report's activity-level efficiency statements are therefore treated as implementer assessments rather than independently verified cost-effectiveness findings.

8.4.10. Overall efficiency judgement

GAP demonstrated sound financial control and strong adaptive operational management. The project reached effectively complete budget absorption, maintained implementation through decentralized and online delivery, managed exchange-rate and banking pressures, and produced substantial outputs without exceeding the overall budget ceiling.

Efficiency was moderated by the concentration of several municipal and outcome-verification components in the second year and final implementation period, including Manual dissemination, technical assistance, the final Accountability Souk and the closing conference. This reduced the period available to consolidate and observe institutional application before closure. Additional effort was also required to operate under occupation-related restrictions, electoral turnover and donor-compliance requirements. The Valencia exchange was not treated as a sequencing failure because its near-closure timing formed part of its approved design and its intended continuation extended beyond the funded period.

Efficiency was therefore rated Moderate, with Moderate evidence confidence. The rating reflects sound aggregate financial control, substantial delivery and effective adaptive management, alongside back-loaded implementation, additional transaction costs, uneven tripartite coordination and insufficient evidence to assess unit costs or comparative cost-effectiveness.

Full expenditure and formal schedule completion were not treated as evidence of optimal economy, efficiency or value for money. The Moderate rating recognises that the partners used available resources responsibly and adaptively while also acknowledging that the sequencing and evidence base did not support a higher assessment.

8.5. EMERGING IMPACT

Under the OECD-DAC criterion, impact concerns the extent to which an intervention has generated, or is expected to generate, significant positive or negative, intended or unintended higher-level effects. GAP closed on 31 May 2026, local elections took place close to project closure, and most evaluation consultations were conducted between June and August 2026. The observation period was therefore too short to assess mature or durable impact. This section assesses emerging impact: the significance, reach and distribution of early effects, the plausibility of GAP's contribution and the extent to which those effects extended beyond activity delivery and immediate learning.

Criterion	Rating	Evidence confidence
Emerging impact	Moderate	Moderate

The final technical report characterized immediate impact as positive. The external evaluation found this positive direction credible but more uneven than that overall description suggests. The strongest evidence concerned changes in women's practical political agency, the relationships and peer infrastructure created through the Elected Women's Network, and selected changes in municipal procedures and responsibilities. These effects were meaningful for the women and institutions concerned and, in several cases, extended beyond increased knowledge to altered behavior, access or authority.

The evidence did not establish comparable change across all participating municipalities or among the wider population of 63,370 women identified in the Specific Objective. The final donor workbook recorded "insufficient information" for women's perceptions of municipal support and responsiveness, the proportion of elected women increasing effective participation or leadership and appointments to non-traditional positions. The external evaluation re-examined these indicators using the direct qualitative and documentary evidence available. SO.2, SO.3 and supplementary SO.4 were classified as Partially achieved because meaningful progress was demonstrated, while their complete numerical thresholds remained unconfirmed. This strengthened the evidence concerning the existence and direction of emerging change but did not establish its prevalence across the full target population. The overall emerging-impact judgement therefore remained Moderate.

8.5.1. Summary of Emerging Effects

Level of change	Emerging effect	Evidence pattern	Evaluative judgement
Individual political agency	Greater procedural knowledge, confidence, strategic communication, agenda preparation, voting awareness, public visibility and willingness to seek influential roles	Strong convergence across the Network, local council member, Social Transformation Agent, activist and community/municipal employee FGDs, supported by several municipal interviews	Credible and significant for many consulted participants; breadth across the full target group was not measurable
Collective and relational agency	A peer-support platform connecting experienced, newly elected, former and	Convergent Network testimony and partner observation, including the Valencia exchange	Meaningful emerging collective effect; autonomous advocacy

	aspiring women; exchange of practical advice and stronger professional solidarity		and policy influence were still at an early stage
Municipal practice and authority	Earlier meeting times, women's entry into finance and personnel functions, signature authority, agenda-setting, formalization of gender provisions and early community-participation mechanisms	Strong multi-source corroboration in Beit Dajan; specific but mostly single-source evidence in several other municipalities	Concrete in selected councils but uneven, incompletely documented and not system-wide
Community accountability	New or strengthened dialogue between citizens and municipalities, public discussion of budgets, rights and priorities, and commitments arising from Accountability Souks	Ten Souks with 457 recorded participants; positive field accounts in selected locations	Promising relational effect; implementation of commitments and effects on services or resource allocation were not systematically traced
Electoral and wider institutional change	One credible pathway from participation to candidacy and election; reported interest in the model beyond participating municipalities	Strong individual case; broader spillover claims were not independently attributable to GAP	Plausible project contribution in individual cases; aggregate electoral or national-policy impact was not verified

8.5.2. Women's Political Agency and Substantive Participation

The most consistent impact pathway ran from knowledge and confidence to practical political behavior. Across five FGDs and multiple interviews, women described learning how to use the Local Government Law, understand administrative relationships, request and analyze meeting agendas, prepare interventions, question proposals, vote more deliberately, communicate with citizens and seek membership of influential committees. The recurrence of these accounts across newly elected women, experienced members, activists, municipal employees and Social Transformation Agents strengthens confidence that the change was not confined to a single training group.

The evidence is important because participants did not describe confidence only as a personal feeling. They connected it to observable practices. Rima, a newly elected member, explained:

"One of the most important things I learned from the network was the need to request the agenda for the council meeting at least three days beforehand so that I can be prepared for the discussion and decision-making". (Rima, Elected Women's Network FGD)

She subsequently described analyzing who would benefit from proposed projects, assessing the fairness of decisions and using the Network as a professional reference when unfamiliar issues arose. Other women described moving from listening to proposing agenda items, challenging automatic assignment to

clerical or stereotypically female functions, taking positions on finance, education, media and school committees, and representing municipal issues publicly.

In Beit Dajan, Maram reported that she no longer accepted being recorded as present at meetings she had not attended, requested that her issues be placed on the agenda and helped secure a council vote changing meeting times. These examples indicate changes in the exercise of mandate, rather than merely awareness of it.

Ola Al-Nawasa'a provided the clearest individual pathway from capacity support to formal political representation:

"After participating in the program, I ran in the local elections and was elected as a member of Al-Karmel Municipal Council. I consider the program to have been a major source of support for me in running in the elections." (*Ola Al-Nawasa'a, Elected Women's Network FGD*)

Ola was already a community activist, volunteer and Civil Defense coordinator. Her election therefore cannot be attributed to GAP alone. The project plausibly strengthened her confidence, knowledge, network and readiness to stand, while her prior experience, community standing, electoral competition and local political relationships also influenced the result. The case is appropriately treated as a strong contribution story, rather than evidence that GAP caused an aggregate change in women's electoral representation.

The overall qualitative pattern supports an emerging shift from numerical presence towards more substantive participation among many consulted women. It does not establish the proportion of all participating elected women who changed, the size of the change from baseline, or whether improvements persisted across subsequent council cycles. The absence of a matched endline dataset means that the evidence cannot substantiate the log frame threshold of 90% or be extrapolated to all women in the target municipalities.

Collective Agency and Network Effects

The Elected Women's Network produced an effect distinct from individual training. Participants described it as a practical reference point through which they could seek advice, compare municipal procedures, learn from experienced members and reduce the isolation associated with entering male-dominated councils. The electoral transition increased the value of this function: newly elected women entered the same space as former and experienced members, creating an emerging intergenerational transfer of political and institutional knowledge.

The Network also supported relationships that extended beyond formal training. During the Valencia exchange, ACPP observed women explaining their political context with a high degree of confidence and autonomy despite language barriers, and observed strong mutual support within the group. Marina's formulation reflected the appropriate level of evaluative caution: "I would speak about emerging changes rather than long-term impact." Her observation nevertheless corroborated the confidence, public communication and collective solidarity described by Palestinian participants.

The expansion of the Network’s practical constituency from current elected women to former, newly elected and aspiring women was an adaptive and potentially significant positive effect. It reduced the risk that electoral turnover would erase accumulated knowledge and created a pathway through which experience could move between council cycles.

At the time of evaluation, however, the Network’s effects were strongest as peer support, mentoring and professional connection. Evidence of independently sustained collective advocacy, formal representation before national institutions or influence over policy beyond participating councils was still limited.

Institutional and Municipal Effects

Institutional impact varied substantially. Fieldwork identified municipalities in which GAP-related learning coincided with changes in procedures or authority, municipalities in which the project formalized or reinforced practices already under way, and municipalities in which proposed changes remained under review or were interrupted by council transition.

The following table summarizes the most specific post-intervention evidence. It does not represent all participating municipalities; it covers the locations for which fieldwork yielded sufficiently concrete evidence.

Municipality	Emerging institutional effect	Evidence and qualification
Beit Dajan	Meeting times moved from after Maghrib to earlier hours; a woman entered and reportedly chaired the Finance Committee with significant signature authority; women chaired or joined other committees and raised agenda items	This was the strongest municipal case because changes were corroborated by a woman council member, the former executive head and a Social Transformation Agent. The former executive head reported partial use of the Manual, while the woman member stated that she had never seen it. This shows that specific practice change can coexist with incomplete organization-wide dissemination. Security pressures, settler attacks and the death of the council president disrupted further consolidation.
Beit Furik	Two of five Finance Committee members were women; one held primary signature authority; a woman chaired the Personnel Affairs and applicant-interview committee; meeting times were changed to reduce barriers to women’s attendance	The municipal director linked these changes to an inclusion approach and reported a council decision to adopt the Manual. The evidence is specific but mainly rests on one interview, and the reported decision was not included in the reviewed package. Beit Furik also had supportive leadership and an established presence of women staff, so GAP strengthened and accelerated an enabling trajectory rather than creating it from zero.

Al-Ubeidiya	Formal adoption of the Manual was reported; gender provisions were used to formalize practices already present; the respondent challenged a proposal for a separate Women's Committee in favor of a broader Community Participation Committee	The coordinator reported sending the adoption resolution to REFORM but also stated that committee reconstitution was ongoing. It is too early to assess full results. The main impact was institutional clarification and formalization within an already comparatively supportive environment.
Tammun	Women were reported to participate in most municipal committees, including finance, roads and utility-related functions; meeting times and community access were described as more supportive of participation	The former mayor attributed substantial added value to repeated REFORM engagement and reported that women's presence was substantive rather than symbolic. Current council records or a second municipal source were not available to verify the reported 90% committee coverage or distinguish GAP from cumulative REFORM and other support.
Qatanna	A municipal respondent described stronger consultation and plans for broader community engagement following the transition	The Gender Mainstreaming Manual was positively received, but the respondent stated that "almost everything" was suspended during the transitional phase. The evidence therefore supports readiness and early relational change more strongly than established institutional impact.
Kafr Al-Deek	Wider committee participation and recommendations for community-participation structures were reported in line with the Gender Mainstreaming Manual	The proposed community committee remained at recommendation stage and required formal council approval. This was an emerging commitment rather than a completed institutional effect.
Attara	Committees had been formed and a woman participant reported stronger awareness and public roles	The Manual remained under review, and the respondent described limited understanding of gender within municipal leadership. The commitments document records intended follow-up actions rather than verified completion.

Building on the verified evidence presented under the effectiveness assessment, Beit Dajan's first reported appointment of a woman to the Finance Committee since the establishment of the village councils in 1996 represented more than increased numerical participation. Considered alongside evidence from Beit Furik concerning women's Finance Committee membership, signature authority and leadership of the Personnel Affairs Committee, it indicated an emerging, although still localized, shift towards women's access to decision-making spaces that influence municipal resources, personnel and institutional

priorities. These cases signaled movement from formal representation towards substantive authority; however, the available evidence was insufficient to infer a comparable redistribution of power across all participating municipalities.

The change was significant because finance, signatures and agenda control are closer to the exercise of institutional power than participation in a nominal women's committee. Similar evidence from Beit Furik reinforced the emerging pattern.

At the same time, the municipal comparison demonstrates that production or presentation of the Manual did not automatically produce institutionalization. Adoption, staff and council access, allocation of responsibility, application in decisions and continued use were separate stages, and municipalities had reached different points along that pathway.

8.5.3. Community Accountability and Responsiveness

The ten Accountability Souks brought together 457 recorded participants: 223 women and 234 men. They created public spaces in which community members, municipal actors, women and youth could discuss accountability, municipal priorities and barriers to participation. This relatively balanced participation and direct contact with duty bearers represented an important reach beyond the group of elected women.

Fieldwork identified early relational effects. A participant in the community influencers and municipal employees FGD reported that a new council had already held three meetings with the municipality and local community and stated, "This did not exist before." Participants described explaining municipal budgets, consulting residents and using public discussion to bring community concerns closer to decision-makers. An activist similarly reported that a municipality had begun listening more closely and incorporating community observations into planning.

These accounts support a credible contribution to dialogue and the accessibility of municipal actors. The evidence is less conclusive concerning the subsequent conversion of dialogue into decisions, budget allocations, service changes or enforceable accountability mechanisms. The reviewed records did not provide a complete cross-municipality matrix tracing each Souk commitment or thematic recommendation to implementation and continued use. Verbal pre/post assessments reported by the project establish a positive direction of immediate learning, but the underlying matched data were not available for independent recalculation.

The communication campaign produced visibility materials, videos, publications and digital content. The final technical report described broad outreach but did not provide consistent reach, engagement, recall or attitude-change metrics. Campaign delivery therefore supports visibility and message dissemination, but it does not by itself demonstrate higher-level change in public attitudes among the intended population.

8.5.4. Convergence, Divergence and Distribution of Effects

The dominant fieldwork trend was positive. Women, Social Transformation Agents, municipal employees, local leaders and implementing partners repeatedly described improved confidence, procedural knowledge, communication, networking and women's presence in municipal affairs.

The most credible effects occurred where four conditions converged:

- Repeated engagement;
- A supportive or responsive municipal leader;
- An internal focal person or active participant; and
- An immediate opportunity to apply learning through elections, committee formation, meetings or community consultation.

The divergence in participant perspectives identified under the effectiveness assessment remained material to the emerging-impact analysis. While most field accounts described gains in knowledge, confidence, networking and municipal participation, one activist questioned whether project activities had consistently translated into substantive partnerships and practical institutional change. This minority perspective did not negate the reported achievements, but it qualified their depth and distribution. It suggested that perceived impact was strongest where training and dialogue were followed by opportunities for application, municipal responsiveness and changes in institutional practice; it was less evident where engagement remained concentrated in meetings, training events or public communication.

An external institutional respondent reached a similarly differentiated conclusion:

“We can say that there has been change, but we cannot generalize it to every municipality”. (Nancy Ali Al-Masri, Municipal Development and Lending Fund)

These dissenting and external perspectives do not negate the positive cases. They show that effects depended on local political relationships, the authority of municipal leadership, prior institutional culture and opportunities to translate training into decisions.

The distribution of effects also had a gendered dimension. Residential and intensive training supported deep learning and networking for those able to attend, but overnight stays, Friday activities, care responsibilities, transport constraints and checkpoint-related mobility made participation more difficult for some women. Benefits were therefore likely strongest among women who could participate consistently and who entered receptive institutional settings.

Some municipal respondents explained limited influence mainly in terms of whether women asserted themselves. Women’s accounts demonstrated that agency mattered, but also identified structural barriers: late meeting times, restricted access to information or invitations, assignment to clerical or stereotypically female functions, care responsibilities, political gatekeeping and informal male networks.

From a gender-accountability perspective, substantive impact required change on both sides of the relationship. Women needed knowledge, confidence and collective support, while municipalities retained responsibility for equitable access to information, meetings, influential committees and decision-making authority.

8.5.5. Intended, Unintended and Potential Negative Effects

Several positive effects extended beyond the most immediate activity objectives:

- A participating activist progressed to candidacy and election in Al-Karmel;
- The Network became a source of intergenerational mentoring across former, current and newly elected women;
- Personal solidarity among Network members extended beyond a purely professional relationship;
- Male and youth participants were brought into discussions of shared responsibility for gender-responsive governance; and
- Partners reported interest in adapting or continuing the model beyond the original intervention.

The evaluation also identified trade-offs and unintended signals that should inform interpretation. Several participants expected a clearer second stage involving funded municipal initiatives, twinning or practical cooperation with Spanish municipalities. Where these expectations were not realized, participants perceived a gap between training and visible community-level change.

Electoral turnover generated productive mentoring opportunities but also interrupted relationships with outgoing councils and delayed application. One experienced woman participant felt that a new project cycle had overlooked her previous role and knowledge, while one male participant felt that the training positioned him as an obstacle rather than as a partner. These were isolated accounts, not evidence of systematic harm, but they indicate the importance of continuity, transparent participant selection and facilitation that invites men into institutional responsibility without recentering them.

No material pattern of backlash, safeguarding harm or other serious negative effect was reported across the consultations. The reviewed monitoring package did not include a systematic adverse-effects or backlash tracker. The evaluation can therefore conclude only that no such pattern was identified in the available evidence, rather than that no negative effect occurred.

8.5.6. Contribution and Alternative Explanations

GAP's contribution is most plausible where the evidence shows a sequence from project exposure to a changed capability, an opportunity to apply that capability and a resulting institutional or political action. The Rima, Ola and Beit Dajan cases follow this sequence, and the Beit Dajan finding is strengthened by convergence across different stakeholder positions. The project's combination of individual capacity development, peer networking, municipal tools, public accountability spaces and technical accompaniment was more likely to generate change than any isolated activity.

Exclusive attribution is not supported. Women brought prior activism and professional experience; some municipalities already had supportive leadership, women employees or inclusive practices; REFORM and other organizations had implemented related programmes; the quota and 2026 elections changed council composition; and political affiliation, family relationships and community standing shaped appointments and influence.

Occupation-related movement restrictions, settler violence, insecurity, municipal resource constraints and council transition also affected the pace and feasibility of change. GAP should therefore be understood as strengthening, accelerating or formalizing selected trajectories rather than as the sole cause of all observed outcomes.

A reported wider institutional spillover requires particular caution. A REFORM respondent stated that gender teams and an Inclusion Protocol had been adopted across 89 municipalities through cooperation with the Municipal Development and Lending Fund. The Fund's representative, however, stated that GAP was not an MDLF project, that MDLF had only received a project brochure, and that relevant performance and inclusion systems formed part of separate or overlapping institutional work. The Ministry of Women's Affairs respondent reported no coordination with GAP before the closing event.

These accounts may reflect a broader sectoral process to which REFORM's cumulative work contributed, but the reviewed evidence did not isolate GAP's contribution to the reported 89-municipality change. National-policy impact is therefore not verified in this evaluation. This attribution boundary does not invalidate the project's locally evidenced contribution.

8.5.7. Overall Impact Judgement

GAP generated credible and meaningful emerging effects at individual, relational and selected municipal levels. Women described and, in several cases, demonstrated greater ability to prepare for decisions, use procedures, claim agenda space, communicate publicly and seek influential responsibilities. The Elected Women's Network provided a valued collective structure, and selected municipalities altered meeting arrangements, committee membership, signature authority or participation mechanisms. These effects represent movement towards substantive participation and gender-responsive local governance rather than activity completion alone.

The depth, spread and durability of change remained uneven. The evidence did not demonstrate population-level change among the wider group of women rights holders, uniform institutionalization across the participating municipalities, aggregate electoral impact or attributable national-policy change. Several municipal measures were newly adopted, partially applied, under review or suspended during transition, and the short post-closure period did not permit a reliable test of continuity.

The criterion is therefore rated Moderate, with Moderate evidence confidence. Confidence is strengthened by convergence across five FGDs, multiple municipal and partner interviews, selected cross-stakeholder corroboration and alignment with the project's intervention logic. It is constrained by reliance on retrospective self-report, uneven municipal documentation, missing endline measurements for key outcome indicators, the absence of a comparison group and the limited period between elections, project closure and fieldwork.

The appropriate conclusion is that GAP established credible pathways and selected instances of higher-level change, while broader and durable impact remained emergent and would require follow-up evidence from the new councils.

8.6. SUSTAINABILITY

The extent to which the net benefits of the intervention continue, or are likely to continue.

Criterion	Rating	Evidence confidence	Nature of judgement
Sustainability	Moderate	Moderate	Prospective; long-term durability could not yet be confirmed

The description prospective and conditional refers to the maturity and temporal basis of the judgement. It is not an additional rating category.

The sustainability assessment examined whether the capacities, political relationships, municipal practices, institutional tools and accountability mechanisms supported by GAP were likely to continue after external funding ended. It considered institutional ownership, organizational continuity, financial viability, political support, accessibility, resilience to council turnover and the extent to which responsibility had transferred from the project partners to participating women, municipalities and relevant Palestinian institutions.

The project closed on 31 May 2026, while evaluation fieldwork took place between June and August 2026. The observation period was therefore sufficient to assess immediate ownership, institutional readiness and early continuation, but insufficient to confirm durability across subsequent municipal planning, budgeting and electoral cycles.

This temporal limitation was compounded by the political conditions within which Palestinian local governance operated. As established in Section 1.1, the project was implemented and concluded amid prolonged Israeli occupation, settler-colonial expansion, intensified movement restrictions, territorial fragmentation, military operations, settler violence, economic contraction and sustained pressure on municipal and household resources. These were not external disturbances occurring around otherwise stable institutions. They constituted the environment through which municipal authority, public participation and institutional continuity were produced.

A conventional sustainability assessment commonly assumes that institutions retain access to their territory, staff can move between locations, public resources remain sufficiently predictable and political bodies can plan across time. These assumptions did not hold consistently across the participating Palestinian municipalities. The evaluation therefore did not interpret sustainability as uninterrupted organizational continuity under conditions that repeatedly disrupted municipal work.

At the same time, colonial restrictions were not used to replace evidence of performance or remove responsibilities that remained within Palestinian institutional authority. Municipalities continued to exercise responsibility for decisions concerning meeting times, access to agendas, committee allocation, internal communication, focal-point designation and institutional handover. The assessment distinguished between these areas of municipal responsibility and restrictions on mobility, territorial jurisdiction, public finance and physical security over which municipalities and participating women exercised limited or no control.

The overall judgement was that GAP created meaningful foundations for continuation. The strongest were the knowledge and relationships retained by participating women and Social Transformation Agents, the

Elected Women's Network, the Gender Mainstreaming Manual/Inclusion Protocol and selected changes in municipal practice. Their continued use was nevertheless uneven and exposed to council turnover, institutional gatekeeping, financial pressure, movement restrictions and political violence. Long-term sustainability could therefore not be confirmed at project closure.

8.6.1. Interpreting Sustainability under Conditions of Political and Institutional Disruption

The evaluation applied three related tests of sustainability:

1. Institutional retention: whether the project-supported capacity, tool, responsibility or mechanism remained available within the relevant institution after project closure.
2. Operational continuation: whether there was evidence that the tool or practice continued to be used, rather than remaining a completed project output or statement of intention.
3. Capacity for adaptation and reactivation: whether institutional memory, relationships and assigned responsibilities were sufficiently preserved to allow a practice to resume following electoral, security or administrative interruption.

The third test was especially relevant to the Palestinian context. Where settler violence, military operations, movement restrictions or council transition interrupted municipal activity, temporary suspension did not necessarily mean that all project benefits had disappeared. The ability to retain knowledge, preserve records and reactivate relationships after disruption constituted an important dimension of sustainability. It did not, however, substitute for evidence of routine institutional application.

A feminist assessment also required caution in the use of concepts such as resilience and local ownership. Women's continued willingness to participate, travel, mentor others and undertake unpaid organizational work could not be treated as sufficient evidence that a mechanism was sustainable. Such an interpretation would transfer the costs of institutional and political instability onto women while leaving the structures producing those costs unexamined.

Sustainability therefore depended on more than women's individual commitment. It required municipalities and relevant public institutions to maintain access to information, appropriate meeting arrangements, meaningful committee responsibilities, safe and accessible participation, institutional recognition and resources for continued engagement.

8.6.2. Sustainability Pathways

Sustainability dimension	Foundations established by GAP	Principal constraints	Descriptive assessment
Women's knowledge, confidence and political agency	Procedural knowledge, communication skills, municipal experience and peer relationships were retained by participating women.	Electoral turnover, institutional gatekeeping and limited opportunities to apply acquired capacities.	Strongest continuation potential

Elected Women's Network	A reported membership of 22 women, continuing communication, participation of former and newly elected women, a shared vision and initial leadership arrangements.	Dependence on external convening, absence of a verified independent resource base and incomplete operating arrangements.	Promising but conditional
Municipal procedures and practices	Selected changes in meeting arrangements, committee responsibilities, financial authority and access to decision-making were reported.	Uneven institutionalization, council turnover, security-related interruption and dependence on supportive leaders.	Uneven
Gender Mainstreaming Manual	A substantive reference document was completed and disseminated to 15 councils.	Uneven adoption, internal communication, practical use and monitoring.	Promising, but application was not consistently established
Social Transformation Agents	Knowledge and relationships remained, particularly where Agents were permanent municipal employees.	Absence of a consistently verified mandate, reporting line, workplan or municipal resource allocation.	Mixed
Community accountability mechanisms	Accountability Souks and thematic meetings created dialogue, recommendations and relationships between municipalities and communities.	Limited evidence that activities were converted into recurring municipal mechanisms with assigned follow-up responsibility.	Limited
Financial and organisational continuity	Several practices could continue with limited additional expenditure.	No consolidated exit-financing arrangement or independently resourced Network was verified; municipal fiscal pressures remained severe.	Limited
Prospects for broader institutional follow-up	GAP aligned with relevant national gender, inclusion and local-governance priorities, and the post-project MoLG-REFORM meeting established a prospective follow-up pathway.	Implementation of the proposed technical follow-up, formal guidance or broader scaling remained to be confirmed.	Emerging

8.6.3. Continuity of Women's Capacities and Political Agency

Women's knowledge and political relationships represented the project's most portable sustainability asset. Participants described improved understanding of municipal procedures, meeting agendas, committee functions, the Local Government Law, financial responsibilities, communication and accountability. These capacities did not end with the grant and could continue to inform women's engagement in municipal councils, civil society, community organizations and future electoral processes.

The expansion of the Network to include former and newly elected women strengthened this pathway. Former council members retained knowledge acquired through both municipal service and the project, while newly elected members provided opportunities for that knowledge to be applied during a new

council cycle. Field evidence indicated that former members were already responding to questions from new members and sharing experience concerning agendas, committee roles and municipal procedures.

This continuity should not be equated with continued institutional influence. Electoral turnover removed some trained women from formal municipal authority, while new women members had not participated in all earlier stages of the intervention. Individual knowledge could be retained while access to municipal information, committees or decision-making was withdrawn. The durability of political agency therefore depended on the relationship between women's capacities and the institutional spaces available for their exercise.

Social Transformation Agents represented a similar combination of retained capacity and institutional uncertainty. Their knowledge, relationships and familiarity with gender and accountability issues were likely to continue, especially where Agents were permanent municipal employees. The involvement of permanent staff created an institutional memory that could survive changes in elected councils.

However, the reviewed evidence did not demonstrate that all participating municipalities had assigned Agents a continuing mandate, reporting responsibility, workplan or resource allocation. Where the role remained informal, continuation depended on personal motivation and the willingness of municipal leadership to recognize the Agent's contribution. This created a risk that responsibility for sustaining institutional change would be individualized and added to existing workloads without corresponding authority or resources.

8.6.4. The Elected Women's Network as Collective Political Infrastructure

The Elected Women's Network constituted the project's most promising collective sustainability mechanism. The final technical report recorded 22 members and described periodic online and in-person engagement. Reflection Forums held in April and May 2026 enabled members to develop a shared vision *towards a local government sector that supports women and is based on transparency and community participation*. To that end, members identified priorities concerning continuous learning, advocacy, exchange between municipalities, cooperation with the Ministry of Local Government, gender mainstreaming, transparency and citizen participation. The selection of Dr. Israa Aql as Network Coordinator and Mai Issa as Public Relations Officer provided an initial leadership arrangement.

The Network's importance extended beyond professional networking. Within a territorially fragmented political environment, it created a space through which women could compare municipal experiences, identify recurring institutional barriers and transform problems experienced individually into matters of collective political concern. Its value therefore lay in knowledge exchange, solidarity, mentoring and the possibility of coordinated advocacy.

Including former and newly elected women was especially important. Municipal elections might otherwise have severed relationships and removed accumulated experience from the Network. Maintaining both groups provided a mechanism for intergenerational transfer and reduced dependence on the continuity of individual council mandates.

Network members demonstrated commitment to continuation. One participant explained:

“We need to make sure that we remain united as one hand, whether there is a donor or a project or whether there is not”. (*Khadija Radaideh, Elected Women’s Network FGD*)

This commitment was significant, but it did not establish organizational independence. The final technical report described the Network as developing towards an independent and self-sustaining platform. The evaluation found evidence of foundations for such a transition, rather than evidence that the transition had been completed.

The reviewed package did not contain a fully adopted operating framework covering membership, succession, decision-making, meeting schedules, documentation and financing. It also did not provide an independently controlled budget, resource-mobilization plan or sufficiently long post-project record of member-led activities. Several members continued to expect REFORM or another institution to convene meetings, provide opportunities and maintain the Network’s momentum.

The Network did not necessarily need to become a heavily bureaucratic organization to continue. A proportionate model based on agreed membership rules, transparent coordination, rotating municipal hosts, regular communication, peer mentoring and basic record-keeping might be more feasible. It nevertheless required an identifiable body or group of members to assume responsibility for convening and follow-up.

Accessibility was also central. Movement restrictions, transport costs, care responsibilities, digital access and the scheduling of meetings on Fridays or as residential activities affected which women could participate consistently. A Network that continued formally but excluded women facing these constraints would preserve organizational existence without sustaining equal political access.

The Network presented promising but conditional continuation prospects. It possessed political relevance, established relationships, initial leadership arrangements and strong participant commitment. Its long-term durability could not be confirmed without evidence of autonomous operation, accessible participation, agreed governance arrangements and a feasible resource arrangement after project closure.

8.6.5. Municipal Ownership, Institutionalization and Interruption

Municipal sustainability depended on whether project-supported practices had moved from awareness to institutional authority, routine application and continuity across council transition. Marina from ACPP identified the central condition:

“A tool does not become sustainable simply because a project produced it. Someone within the institution needs to use it, take responsibility for it and, where necessary, allocate resources to it.” (*Marina, ACPP*)

The Gender Mainstreaming Manual/Inclusion Protocol remained an important institutional resource. Its provisions concerning participation, committee structures, focal points, complaints, disclosure, workplace

inclusion and disaggregated information could continue to guide municipalities without requiring the document to be reproduced. Dissemination to 15 councils established institutional availability.

Availability did not demonstrate institutionalization. Sustainability required the Manual to be communicated internally, assigned to responsible persons, incorporated into procedures and used in municipal planning, budgeting and decision-making. As documented under Effectiveness, municipal evidence ranged from reported formal adoption and early application to partial use, review, pending approval or suspension.

Al-Ubeidiya and Beit Furik provided the strongest reported indications of adoption and early application. In other municipalities, institutional progress remained less mature. Qatanna reported that implementation had been largely suspended during council transition. Kafr Ad-Dik and Attara described relevant structures or recommendations as awaiting approval or remaining under review. In Beit Dajan, evidence indicated selected procedural changes but uneven access to the Manual.

Beit Dajan also demonstrated why sustainability could not be assessed independently of political violence. A woman council member explained that settler attacks and the death of the council president had forced the municipality to suspend much of its work:

“We have been forced to stop almost everything. Almost everything is currently suspended because the situation is dangerous”. (*Maram, Beit Dajan Municipality*)

This did not erase the reported entry of a woman into the Finance Committee or changes in meeting practices. It showed that institutional continuity could be interrupted by conditions beyond the authority of the participating woman or the municipality. The sustainability question was therefore whether these practices remained formally recognized and capable of being resumed, rather than whether they operated without interruption during an immediate security crisis.

Certain low-cost procedural changes had stronger prospects for continuation. These included earlier meeting times, advance circulation of agendas, women’s participation in influential committees and clearer financial responsibilities. Where such practices were recorded in council decisions or embedded in routine procedures, they were less dependent on continued external funding.

Council turnover remained a critical risk. The project’s work with permanent municipal employees provided a partial safeguard because employees could retain documents, brief incoming councils and maintain relationships with external organizations. Evidence from Tammun, Al-Ubeidiya and the Social Transformation Agent FGD supported the importance of this arrangement.

The evidence also showed that institutional memory was not transferred automatically. Incoming councils could question earlier participants, suspend committees, change priorities or fail to recognize previous commitments. Sustainability therefore required deliberate handover, orientation and assignment of responsibility. A formal adoption decision without internal communication or implementation across staff and council members provided only limited protection.

The Accountability Souks and thematic meetings had weaker institutional continuity. They generated dialogue, recommendations and direct interaction between municipalities and communities. The reviewed evidence did not consistently demonstrate that these events had been converted into recurring accountability mechanisms with scheduled meetings, written response procedures, assigned municipal responsibility and monitored follow-up commitments.

Technical-assistance initiatives required similar caution. Where an initiative remained proposed, under logistical preparation or pending approval at project closure, the evaluation could assess its relevance and potential but could not confirm its continued use.

Municipal sustainability was therefore assessed as uneven. GAP contributed to practices with credible prospects of continuation in selected municipalities. Portfolio-wide institutionalization and durability across electoral and security disruption could not yet be established.

8.6.6. Financial and Organizational Sustainability under Fiscal Constraint

Full expenditure of the GAP budget demonstrated financial absorption during implementation. It did not demonstrate that the costs of continuing project-supported mechanisms could be met after the grant ended.

The final technical report stated that the necessary resources for maintenance had been managed and referred to trained Social Transformation Agents, local ownership, partnerships and social-media outreach. These constituted relevant human and relational resources. The reviewed package did not, however, contain a consolidated exit or sustainability plan identifying post-project owners, recurrent costs, financing sources, implementation dates and continuation indicators. Dedicated municipal budget lines and an independent Network financing arrangement were not consistently documented.

The financial question could not be separated from the wider political economy of Palestinian local governance. Territorial fragmentation, movement restrictions, economic contraction and constrained access to revenue and resources reduced municipal fiscal space and increased the cost of travel, coordination and service provision. Municipalities were required to sustain gender-responsive practices while simultaneously responding to intensified service pressures and reduced financial predictability.

Several practices required limited additional expenditure and therefore had comparatively stronger continuation prospects. These included:

- Adjusting council meeting times;
- Distributing agendas before meetings;
- Assigning women to influential committees;
- Maintaining digital communication;
- Mentoring newly elected women;
- Using the Manual as a reference;
- Designating an existing employee as a focal person; and
- Rotating responsibility for Network meetings among municipalities.

Other components required recurring resources. Face-to-face Network meetings involved transport, venues, accessible participation and staff time. Practical municipal initiatives required technical support and materials. Continued training and policy dialogue required professional inputs. Movement restrictions could also transform an otherwise modest activity into one involving significant time, transport and safety costs.

These costs were gendered. Women frequently combined public participation with paid work, unpaid care and family responsibilities. Residential activities, long journeys, checkpoints and unsuitable meeting times created unequal participation costs. A continuation model based on women absorbing these costs personally or providing indefinite unpaid labour would reproduce the inequalities the intervention sought to address.

Continued engagement by REFORM and the development of further programming in the same thematic area offered a potential bridge for technical support and learning. This was positive, but continuation through another externally financed project represented donor-supported continuity rather than autonomous financial sustainability.

Evidence of financial and organizational continuity was limited. Low-cost practices could continue within existing structures, while sustained networking, accompaniment and practical municipal initiatives required a clearer, more equitable and institutionally assigned resource arrangement.

8.6.7. Prospects for Broader Institutional Follow-Up and the Distribution of Responsibility

Formal ownership by a national institution was not an approved GAP commitment and was not assessed as a condition of project achievement. The project was nevertheless substantively aligned with Palestinian priorities concerning gender equality, women's political participation, inclusion and accountable local governance. Relationships with relevant public institutions were therefore examined as prospective pathways for technical follow-up, scaling and sustainability.

During the evaluation period, a coordination meeting convened by the Ministry of Local Government on 15 June 2026 brought together senior Ministry and REFORM representatives to consider institutionalising gender, accountability and inclusion protocols in local authorities. The meeting minute recorded decisions to review the five-part protocol for possible formal issuance, form a technical working group and develop a Ministry-led approach to selecting future participating municipalities. Because the meeting occurred after project closure, it was not counted as project delivery or indicator achievement. It nevertheless represented a positive post-project development and provided early evidence of a possible institutional follow-up pathway. Implementation of the recorded decisions remained to be verified.

MDLF confirmed substantive alignment between GAP and its gender, participation and inclusion requirements. The Fund had not participated in GAP implementation and could not be treated as an institutional owner of the intervention. Its mandate and existing instruments nevertheless offered a potentially supportive pathway for future scaling, subject to formal agreement.

The Ministry of Women's Affairs similarly considered the intervention and Manual relevant to its strategy and identified possible roles in future dissemination and cooperation. Its engagement remained

prospective. These institutional relationships were therefore treated as opportunities for future continuity rather than as unfulfilled project commitments.

8.6.8. Evidence Required to Confirm Longer-Term Sustainability

The sustainability judgement should be revisited after a sufficient period of post-project implementation. A follow-up review after approximately 6–12 months should examine whether:

- the Network had convened member-led meetings after project closure;
- its leadership, membership and decision-making arrangements remained operational;
- former members were mentoring newly elected women;
- incoming councils had received documented orientation and handover;
- municipal focal persons and alternates had been formally designated;
- reported changes to meeting times, committee allocation and financial authority remained in effect;
- the Manual had been incorporated into municipal procedures, plans or budgets;
- Accountability Souk commitments had been followed up through documented municipal responses;
- technical-assistance initiatives had been completed and remained in use;
- municipal or external resources had been allocated for continuation; and
- relevant national institutions had formally adopted, disseminated or monitored any GAP-supported mechanism.

Where security conditions caused suspension, follow-up should examine whether institutional records, responsibilities and relationships had been preserved and whether activities were reactivated when conditions allowed. This would provide a more appropriate test of durability than expecting uninterrupted operation during periods of direct violence or severe movement restriction.

8.6.9. Overall Sustainability Judgement

GAP established credible foundations for continued benefit. Women retained knowledge, relationships and political experience. The Elected Women's Network created a collective space for solidarity, mentoring and shared political analysis. The Manual remained available as a substantive institutional resource, and selected municipalities reported procedural changes that could continue at relatively low cost.

These achievements should not be understated. They represented political and institutional resources developed within an environment that repeatedly restricted movement, depleted municipal capacity and exposed Palestinian communities to violence and uncertainty.

These achievements should also not be presented as confirmation of durable sustainability. Network autonomy remained under development; municipal application was uneven; the role of Social Transformation Agents was not consistently formalised; routine continuation of accountability mechanisms was not established; independent financing remained limited; and broader institutional

follow-up was still emerging. The short post-closure observation period and continuing political violence further prevented a reliable judgement about long-term continuity.

Sustainability was rated Moderate, with Moderate evidence confidence. The judgement was prospective and conditional: GAP generated meaningful capacities, relationships and institutional entry points with credible continuation potential, but the evidence did not establish that these benefits were secure, consistently institutionalized or adequately resourced.

The short period between project closure and evaluation fieldwork limited the assessment of long-term durability. Network autonomy remained under development; municipal application was uneven; the continuing role of Social Transformation Agents was not consistently formalised; recurring accountability mechanisms were not established across the portfolio; and broader institutional follow-up remained prospective. The conditional nature of the evidence therefore qualified the Moderate sustainability rating without creating a separate rating category.

From a feminist perspective, the project's sustainability should ultimately be judged by whether institutions continued to redistribute access, authority and responsibility, not by whether Palestinian women could indefinitely compensate, through personal resilience and unpaid labour, for institutional fragility and political violence. Durable continuation depended on municipal ownership, permanent staff involvement, accessible Network organization, equitable resourcing, institutional handover and public-sector responsibility, alongside political conditions that permitted Palestinian local institutions and women political actors to exercise the authority they had developed.

9. LOGICAL FRAMEWORK AND INDICATOR ACHIEVEMENT MATRIX

This section consolidates the formal assessment of achievement against the reviewed logical framework. It translates the evidence presented under Effectiveness into indicator-level judgements and does not introduce new measurements or change the classifications already established.

The assessment drew upon the reviewed logical-framework workbook, final donor-reporting workbook, first-year report, final technical reports, Gender Mainstreaming Manual/Inclusion Protocol, training and participation records, municipal documentation, extension request and evidence collected through KIIs, IDIs and FGDs.

The matrix distinguishes between completion of an activity or output; achievement of an approved numerical threshold; demonstrated change in knowledge, behavior or institutional practice; and the quality and completeness of the evidence available to verify the claim.

Attendance demonstrated presence, but did not independently establish increased knowledge. Production or dissemination of a tool did not establish formal adoption or continued use. Sex-disaggregated participation figures demonstrated representation in activities, but did not by themselves establish equal voice, influence or authority.

Contextual disruption was considered when interpreting implementation and evidence availability. It did not alter approved targets or allow contextual difficulty to substitute for evidence. Conversely, missing evidence was not automatically treated as evidence of failure.

9.1. STATUS AND CONFIDENCE RULES

Classification	Application in this evaluation
Achieved	The approved target was met on the basis of evidence appropriate to the indicator definition, intended population, denominator and timeframe.
Partially achieved	Direct quantitative, documentary or triangulated qualitative evidence demonstrated meaningful progress towards the intended result or achievement of a material component of the target, but the complete threshold, coverage requirement or all components of the indicator were not fully verified.
Unable to verify	The evidence required to judge the intended outcome was absent, incomplete, non-comparable or unsuitable for the approved measure, and no sufficiently direct outcome evidence supported even a directional judgement of partial achievement. This classification does not mean that no change occurred.
Not achieved	Evidence demonstrated that the target was not met and that progress was insufficient to support partial achievement. No controlling indicator was assigned this classification.

For indicators expressed through a numerical threshold, qualitative evidence could support a classification of Partially achieved when it directly addressed the intended change, came from relevant target-group actors and was sufficiently specific and corroborated to demonstrate meaningful progress. Such evidence established the existence and direction of change but did not establish that the full percentage, denominator or coverage requirement had been met.

Activity delivery, attendance and product completion did not, by themselves, demonstrate partial achievement of an outcome indicator. Where no direct evidence demonstrated the intended outcome, the indicator remained Unable to verify.

Evidence confidence was assessed as follows:

- High: complete, consistent and independently verifiable evidence;
- Moderate: credible evidence from more than one source, with identifiable limitations; and
- Low: incomplete, inconsistent or non-comparable evidence that supported only a cautious judgement or did not permit reliable calculation of the approved threshold.

9.2. INDICATOR SCOPE AND DENOMINATORS

The reviewed logical-framework workbook contained 15 controlling indicators:

- Three Specific Objective indicators;
- Five indicators under Result 1;
- Four indicators under Result 2; and
- Three indicators under Result 3.

SO.4, concerning the appointment of participating elected women to non-traditional municipal positions, appeared in the original log frame, Terms of Reference and final donor-reporting workbook, but not in the reviewed controlling logical-framework workbook. It is therefore presented as a supplementary indicator and excluded from the profile of 15 controlling indicators.

Although the operational evaluation scope covered 16 municipalities and local authorities, the approved logical-framework denominator remained 15. Indicator calculations therefore retained the approved denominator. For SO.1, at least 70% of 15 municipalities required a minimum of 11 municipalities.

The General Objective was contribution-oriented and did not contain a separately measurable indicator. It was assessed through the combined findings concerning the Specific Objective and three results.

The framework also referred to 35 elected women and 63,370 female rights holders. The reviewed framework did not include an indicator directly measuring population-level change among the 63,370 women. The available participant records also did not permit complete person-level reconciliation among the 35 elected women, the 22 reported Network members and the 15-woman threshold under IOV3.1.

9.3. SPECIFIC OBJECTIVE INDICATORS

Specific Objective: Promote women's inclusion and active and equal participation in political and decision-making processes in 15 participating municipalities.

Indicator	Approved target	Verified position at project closure	Status	Confidence
SO.1	At least 70% of participating municipalities establish or include legal and/or administrative mechanisms supporting gender equality and women's political participation. This required at least 11 of 15 municipalities.	The final donor-reporting workbook identified supporting mechanisms in 10 municipalities. This represented 10/15, or 66.7%, below the minimum threshold of 11 municipalities. Project documents and field consultations corroborated mechanisms or actions in selected municipalities, but their stages ranged from proposal and discussion to reported adoption or early use. The ten reported cases could therefore not be treated as ten uniformly operational mechanisms.	Partially achieved	Moderate
SO.2	A 65% increase over the baseline value in the number of women who considered themselves supported in political participation and regarded municipal decision-making as inclusive and responsive to their needs.	The baseline provided relevant qualitative findings but did not contain a reproducible numerical value corresponding to the indicator, and no comparable numerical endline measure was available. Nevertheless, FGDs and interviews provided direct evidence from participating women and community actors of increased municipal access, greater acceptance of women's participation and selected improvements in municipal responsiveness, including greater attention to complaints, public information and community participation. These accounts demonstrated meaningful progress in the direction of the indicator. They did not establish the prevalence of the change or permit calculation of the approved 65% increase.	Partially achieved	Low
SO.3	At least 90% of elected women in participating municipalities increase their	Interviews, FGDs and selected municipal records provided recurring direct evidence of increased effective participation and leadership among participating women. Reported changes	Partially achieved	Moderate

	effective political participation and/or leadership.	included requesting and analysing meeting agendas, preparing interventions, using the Local Government Law, speaking and voting more deliberately, declining stereotyped administrative assignments, participating in influential committees and assuming financial, signature and leadership responsibilities. These findings demonstrated meaningful progress towards the intended outcome. A complete denominator, common outcome measure and person-level before-and-after record were unavailable; the approved 90% threshold could therefore not be confirmed.		
SO.4 supplementary	- At least 50% of participating elected women are appointed to non-traditional positions within their local councils.	Fieldwork documented selected appointments and responsibilities involving finance, signature authority, personnel affairs, roads, planning, tenders, public services and deputy-chair functions. These cases provided direct evidence that a material component of the intended result occurred. A complete register linking all participating elected women to their positions before and after the intervention was unavailable, and the approved 50% threshold could not be calculated. This indicator is not included in the controlling 15-indicator profile.	Partially achieved - supplementary	Low

The Specific Objective showed credible progress towards women's substantive political participation, particularly through changes in procedural knowledge, agenda preparation, committee access, leadership responsibilities, municipal access and selected institutional practices. SO.2 and SO.3 were classified as Partially achieved because direct qualitative and documentary evidence demonstrated meaningful progress, although the approved 65% and 90% thresholds could not be calculated. SO.1 remained Partially achieved because the verified position of 10 municipalities was marginally below the required threshold of at least 11 municipalities.

Supplementary SO.4 was classified as Partially achieved because selected appointments to non-traditional positions were directly documented, although the approved 50% threshold could not be calculated.

9.4. RESULT 1 INDICATORS

Result 1: A more favorable political environment for women's inclusion and political participation was promoted in 15 participating local councils.

Indicator	Approved target	Verified position at project closure	Status	Confidence
IOV1.1	177 duty bearers, 35 women and 142 men, know and recognize the gender barriers and gaps affecting women's participation and understand their causes.	The project launch involved approximately 70 participants, while 13 municipal dissemination sessions recorded 62 participants, including 34 women and 28 men. Participant categories and possible overlap between the activities were not reconciled. Direct evidence from the Community Influencers and Municipal Employees FGD, the Social Transformation Agents FGD and municipal interviews nevertheless demonstrated improved understanding of municipal hierarchy, institutional responsibility, decision-making, gendered committee allocation and communication with citizens. This supported a directional judgement of meaningful progress, but it did not establish knowledge change among 177 unique duty bearers or the approved sex-disaggregated target.	Partially achieved	Low
IOV1.2	150 people, 75 women and 75 men, are trained and act as Social Transformation Agents supporting measures or policies for women's inclusion and political participation.	Module 1 recorded 150 participants, including 75 women and 75 men. The Positive Masculinity component recorded 120 participant-attendances, while the Resonant Communication and Strategic Planning component recorded 154. Training reports documented positive learning trends, including reported increases of 16%-29% in the first module. Fieldwork demonstrated selected applications by Social Transformation Agents. A unique-person record linking all 150 participants across the training sequence to subsequent action was unavailable. The training component was delivered, while the	Partially achieved	Moderate

		action component was only partly verified.		
IOV1.3	At least 15 local councils are equipped with practical tools for improving women's inclusion and political participation.	The Gender Mainstreaming Manual/Inclusion Protocol was completed and the final technical record documented presentation sessions in 15 unique localities. Minor reporting inconsistencies remained: the detailed schedule included Beit Ur Al-Tahta but not Al-Karmil, and the reported participation totals summed to 191 while the sex-disaggregated figures summed to 192. These discrepancies reduced confidence but did not negate delivery of the Manual to 15 councils. Formal adoption, routine use and MoLG endorsement were assessed separately and were not requirements for the equipment and dissemination indicator.	Achieved	Moderate
IOV1.4	At least 70% of participating councils demonstrate commitment to women's inclusion and participation rights.	Municipal letters, formal council endorsements, reported adoption decisions, committee changes and procedural adjustments demonstrated commitment to women's inclusion and participation rights in selected councils. Evidence included formal endorsement of Accountability Souk outcomes, changes in meeting arrangements, women's entry into influential committees and selected adoption or participation measures. The indicator did not define a common operational threshold for "commitment," and no complete register applied a consistent test across the 15-council denominator. Meaningful progress was therefore demonstrated, but the approved threshold of at least 70%, equivalent to 11 councils, could not be confirmed.	Partially achieved	Low
IOV1.5	At least one concrete action improving women's inclusion and participation rights is	Municipal records and fieldwork verified at least one qualifying gender-responsive institutional action in five or more councils. Evidence included formal	Achieved	Moderate

implemented in at least five councils. approval of Accountability Souk outcomes in Bruqin; reported formal adoption in Al-Ubeidiya; council adoption and procedural changes in Beit Furik; changed meeting arrangements and women's entry into influential committees in Beit Dajan; and adoption of a Social Committee and commencement of community-municipal meetings in Qatanna. Qaffin provided additional evidence of institutional action. For IOV1.5, formal council endorsement constituted completion of institutional action and placed responsibility for follow-up with municipal leadership. The indicator did not require identical actions or identical documentary formats.

Result 1 Synthesis

Result 1 was substantively achieved at the output and contribution levels. The project generated a baseline and municipal diagnoses, trained Social Transformation Agents, produced and disseminated the Gender Mainstreaming Manual and supported selected changes in municipal practice. IOV1.3 and IOV1.5 were classified as Achieved. IOV1.1, IOV1.2 and IOV1.4 were classified as Partially achieved because direct evidence demonstrated meaningful progress, while the complete knowledge, action or institutional-commitment thresholds were not fully confirmed.

Field evidence demonstrated credible changes in women's procedural knowledge, committee access, financial responsibilities and relationships with municipal actors. The breadth and consistency of these changes varied across municipalities, and full numerical prevalence could not be inferred from the purposive qualitative evidence.

9.5. RESULT 2 INDICATORS

Result 2: Commitment and accountability among duty bearers for equality and democratic participation were strengthened.

Indicator	Approved target	Verified position at project closure	Status	Confidence
IOV2.1	At least 100 duty bearers—40 women and 60 men— increase their knowledge and ability to recognize sociocultural and regulatory	The final conference recorded 106 participants, approximately 67 women and 39 men. Total attendance and women's participation exceeded their numerical references, while the male reference of 60	Unable to verify	Low

	barriers to women's equality and political participation.	was not reached. Participants represented mixed stakeholder categories, and attendance did not independently demonstrate increased knowledge. No matched pre/post measure was available.		
IOV2.2	Safe accountability spaces engage at least 220 duty bearers—105 women and 115 men—in advocacy for gender-responsive and democratically governed public policies.	Ten Accountability Souks recorded 457 participant-attendances, including 223 women and 234 men. Both sex-disaggregated totals exceeded the numerical references. The reviewed records did not establish that at least 220 of these attendances represented duty bearers, reconcile repeat participation or apply a comparable measure of safe-space quality across all events. Delivery, overall reach and qualitative relevance were strongly documented; the approved target-population condition remained only partly verified.	Partially achieved	Moderate
IOV2.3	At least 220 duty bearers, 105 women and 115 men, deepen their understanding of inclusive, equal and gender-sensitive policy implementation.	Ten thematic meetings recorded 129 participant-attendances, including 64 women and 65 men. This represented 58.6% of the total target, 61.0% of the women's reference and 56.5% of the men's reference. Meeting records and field accounts provided evidence of improved understanding of municipal responsibility, citizen participation, accountability processes and gender-responsive municipal practice. This demonstrated meaningful progress towards the intended outcome. The evidence did not establish knowledge change among 220 unique duty bearers or meet the approved sex-disaggregated reach.	Partially achieved	Low
IOV2.4	Five inclusive public-policy proposals are developed participatively, disseminated and presented to competent duty bearers.	The final donor-reporting workbook reported five proposals, and proposal products were reviewed. Municipal records and consultations substantiated presentation or discussion of proposal content in Attara, Beit Ur Al-Tahta and Qaffin. Comparable evidence of formal receipt, presentation and dissemination was incomplete for the remaining proposals. Subsequent approval or implementation constituted a separate outcome question.	Partially achieved	Moderate

Result 2 Synthesis

Result 2 was substantially realized as a public-dialogue and accountability pathway. The project created ten Accountability Souks with reach considerably above the overall attendance reference, followed by thematic meetings and participatory proposal development. Women constituted almost half of Souk participation and approximately half of thematic-meeting participation.

The evidence demonstrated expanded opportunities for communities, women, municipal representatives and civil-society actors to discuss accountability and gender-responsive governance. IOV2.2, IOV2.3 and IOV2.4 were classified as Partially achieved. IOV2.1 remained Unable to verify because conference attendance was documented but the intended knowledge and recognition outcome was not directly measured among the required duty-bearer population. Evidence remained incomplete concerning unique duty-bearer reach, formal response and follow-up to every proposal.

9.6. RESULT 3 INDICATORS

Result 3: The capacities of elected women for effective political participation, leadership and international advocacy were strengthened.

Indicator	Approved target	Verified position at project closure	Status	Confidence
IOV3.1	At least 15 elected women strengthen their knowledge and capacity to generate local impact through the Elected Women's Network and Reflection Forums.	The final donor-reporting workbook recorded achievement and reported 22 Network members. Two in-person Reflection Forums recorded 19 and 27 participant-attendances. Interviews and the Network FGD demonstrated learning, peer support and selected application among participating women. A person-level outcome record did not establish comparable knowledge change among at least 15 distinct elected women, and membership included former as well as newly elected representatives. Project-reported status was Achieved; the independent evaluation assessed the indicator as Partially achieved.	Partially achieved	Moderate
IOV3.2	At least 15 elected women and 95 other duty bearers—20 women and 75 men—increase their knowledge of strategies and good practices through international exchange spaces.	Two online political exchanges and the Valencia programme were documented. Participant and partner testimony corroborated delivery and reciprocal learning. The final donor-reporting workbook recorded full achievement. Complete target-group numerators and a matched knowledge-change calculation could not be independently reproduced.	Achieved—final donor-reporting status retained	Moderate

		Consistent with the treatment established under Effectiveness, the final donor-reporting status is retained with an explicit verification limitation.	
IOV3.3	At least eight international duty bearers, including at least six women, and 100 members of the Valencian public increase awareness of Palestinian women's political situation and participation rights.	The five-day Valencia programme and its political, municipal and public-awareness activities were documented. Approximately 40 participants were reported at the "Voices and Power" event. The technical narrative reported partial achievement at 70%, while the donor workbook recorded full achievement. Neither source provided the two target-group numerators, a reproducible combined formula or an awareness-change measure. The conflicting project-reported positions are therefore recorded separately from the independent judgement.	Unable to verify Low

Result 3 Synthesis

Result 3 was substantially realized as a capacity, networking and reciprocal-learning pathway. The Elected Women's Network reached a reported membership of 22 women and created relationships between former and newly elected representatives. Women described gains in procedural knowledge, preparation for council meetings, communication and peer support. International activities created documented exchange between Palestinian and Valencian actors.

The result-level evidence was stronger than the available person-level measurement. Network membership, attendance and testimony did not provide a matched knowledge measure for every targeted participant. IOV3.2 retained the final donor-reporting status of Achieved because delivery and reciprocal learning were corroborated, while its independent outcome-measurement limitation remained explicit.

9.7. CONSOLIDATED INDICATOR PROFILE

Status	Number of controlling indicators	Share of controlling indicators
Achieved	3	20.0%
Partially achieved	10	66.7%
Unable to verify	2	13.3%

Not achieved	0	0.0%
Total	15	100.0%

Supplementary SO.4 was classified as Partially achieved - supplementary and was excluded from the controlling 15-indicator profile.

The consolidated profile distinguishes between full threshold achievement, demonstrated progress and absence of fit-for-purpose outcome evidence. Ten indicators were classified as Partially achieved because direct quantitative, documentary or triangulated qualitative evidence demonstrated meaningful progress, although the complete approved thresholds or all indicator components were not fully confirmed. Two indicators remained Unable to verify because conference or exchange delivery was documented but the intended knowledge or awareness change was not directly measured among the required target populations.

Across the three results, GAP substantially implemented the planned intervention package and produced credible evidence of change in women's agency, collective relationships, public dialogue and selected municipal practices. The three result pathways were therefore substantively realised, while the indicator profile retained the distinction between the demonstrated existence of change and its unverified prevalence across the complete approved populations.

The matrix supports the Moderate effectiveness rating presented in Section 8.3. It preserves accountability to the approved framework while recognising verified achievements and the political and institutional significance of changes that were not fully captured by the indicator-measurement system.

10. CONCLUSIONS

10.1. OVERALL EVALUATIVE CONCLUSION

GAP was a highly relevant intervention that addressed a persistent gap between women's formal representation in Palestinian local councils and their substantive access to information, influential committees, institutional resources, agenda-setting and decision-making authority. Its design appropriately combined work with women political actors, municipal institutions, community accountability mechanisms and collective networks. This avoided treating women's political exclusion solely as a deficit in women's knowledge or confidence and located responsibility across municipal leadership, public institutions, political structures and community relations.

The project substantially delivered its planned package across the three result pathways despite operating under prolonged occupation, territorial fragmentation, intensified military operations, movement restrictions, settler violence, electoral transition and severe municipal and household economic pressures. These conditions were constitutive of implementation rather than peripheral risks. They affected access, sequencing, participation, municipal continuity and the time available for institutional consolidation.

The evaluation found the strongest and most consistent evidence in changes to women's procedural knowledge, confidence, political communication, peer relationships and ability to navigate municipal processes. Credible institutional changes were also identified in selected municipalities, including women's entry into influential committees, greater financial responsibility, changes to meeting arrangements and early use of gender-mainstreaming provisions. These changes were politically meaningful because they related to the distribution of authority rather than numerical representation alone. They remained uneven, however, and could not be generalized across all participating municipalities.

The consolidated OECD-DAC ratings were High for Relevance and Moderate for Coherence, Effectiveness, Efficiency, Emerging Impact and Sustainability. Evidence confidence was Moderate for each criterion. The Sustainability judgement was prospective and conditional because the period between project closure and evaluation fieldwork was insufficient to confirm long-term durability. These ratings reflected credible contributions and substantial implementation while recognizing uneven institutionalization, compressed sequencing of some municipal and outcome-verification components, uneven formalization of tripartite operational protocols and gaps in outcome-measurement systems. The Valencia exchange was not treated as a sequencing weakness because its timing and intended continuation formed part of its design.

Criterion	Formal rating	Evidence confidence
Relevance	High	Moderate
Coherence	Moderate	Moderate
Effectiveness	Moderate	Moderate
Efficiency	Moderate	Moderate
Emerging Impact	Moderate	Moderate
Sustainability	Moderate	Moderate

Note: Sustainability was assessed prospectively and conditionally; this qualification does not alter the formal Moderate rating

10.2. CONSOLIDATED CONCLUSIONS

1. **GAP addressed a relevant and politically significant problem.**

The intervention responded to the continuing distance between women's presence in elected councils and their ability to exercise authority. Its emphasis on municipal procedures, committee responsibilities, accountability relationships, public visibility and collective organization was well aligned with the institutional and political barriers identified by women and municipal stakeholders. The project was most relevant where it connected individual capacity with changes in the institutions governing women's participation.

2. **The three result pathways were substantively implemented, although implementation did not consistently translate into verified outcome achievement.**

GAP delivered substantial work under Result 1 on municipal environments and gender-responsive practices, Result 2 on accountability and engagement with duty bearers, and Result 3 on women's capacities, networking and exchange. This supported a conclusion of substantive delivery across the intervention rather than failure of any one pathway. Nevertheless, activity completion and participant attendance did not, by themselves, establish changes in behavior, institutional authority or sustained practice.

The controlling indicator profile comprised 3 Achieved, 10 Partially achieved and 2 Unable to verify indicators. Supplementary SO.4 was classified as Partially achieved—supplementary and remained outside the controlling profile. No indicator was classified as Not achieved. The Partially achieved classifications recognized direct evidence of meaningful progress while preserving the distinction between demonstrated change and achievement of the complete approved threshold. The two Unable to verify classifications reflected the absence of direct outcome evidence and did not establish that the corresponding activities had not occurred.

3. **The most credible contribution was to women's individual and collective political agency.**

Evidence from women participants, elected and former elected women, Social Transformation Agents and municipal actors consistently indicated improved understanding of council procedures, agendas, voting, legal provisions, committee functions and public communication. Women also described stronger confidence, peer support and readiness to challenge stereotyped assignments or exclusion from influential spaces.

These changes should not be interpreted as evidence that women had previously lacked the inherent capacity to participate. Rather, the project expanded access to knowledge, relationships and political resources that were unevenly distributed within male-dominated municipal and political environments. Whether these capacities translated into influence depended substantially on access to information, supportive leadership, committee allocation, meeting arrangements and opportunities for practical application.

4. Selected municipal changes represented meaningful movement towards substantive participation, but institutional transformation remained uneven.

Field evidence identified changes involving financial committees, signature authority, personnel responsibilities, meeting schedules and the framing of community-participation mechanisms. Such changes were significant because they brought some women closer to institutional resources and decision-making authority.

Municipal uptake nevertheless ranged from formal adoption and early application to partial use, review, pending approval or suspension during council transition. Leadership-level awareness of the Gender Mainstreaming Manual did not always mean that women council members, municipal employees or incoming councils had access to it. Development, presentation, adoption, operational use and continued application therefore remained distinct stages of institutionalisation and should not be treated as equivalent.

5. Capacity development was most effective when connected to institutional opportunities and follow-up.

Training reports, participant testimony and selected examples of application indicated positive learning and practical value. Residential delivery also supported intensive learning and relationship-building for those able to participate. At the same time, overnight stays, Friday activities, care responsibilities, mobility restrictions and social constraints created unequal participation costs for some women.

The evidence demonstrated that training alone was insufficient where municipal gatekeeping, political relationships or council procedures remained unchanged. The project's contribution was strongest where learning was connected to an actual committee role, a live municipal decision, technical accompaniment or a receptive institutional environment.

6. Accountability activities widened spaces for dialogue and institutionalized selected elements, while systematic closure of accountability loops remained uneven.

The Accountability Souks and thematic meetings brought women, community actors and municipal representatives into public discussion and generated substantial participation. They provided spaces in which municipal priorities, women's concerns and community demands could be raised and made visible.

Municipal commitment records, formal council endorsements and selected electronic public-information and citizen-participation mechanisms demonstrated that GAP moved beyond dialogue in several municipalities. Bruqin provided a documented example of formal council approval of Accountability Souk outcomes, while Attara and other municipal records documented commitments or proposed follow-up.

Evidence was less consistent across the portfolio concerning subsequent implementation, assignment of deadlines and communication of municipal responses back to participants. The project therefore institutionalised important elements of accountability, although systematic tracking and documented closure of accountability loops remained uneven.

7. The Elected Women's Network constituted a strategically important collective resource, although its organizational sustainability had not yet been demonstrated.

The Network connected elected, former elected and newly elected women across electoral cycles and created opportunities for peer learning, mentoring, political exchange and mutual support. This was particularly relevant in an environment where electoral turnover could otherwise lead to the loss of accumulated experience and relationships.

The Network had emerging leadership arrangements and a reported membership base, but the evaluation did not verify an independently functioning budget, a complete operating framework or a sufficient post-project implementation record. Its continuation therefore depended on a balanced arrangement that protected member leadership while providing proportionate coordination, onboarding, safeguarding and logistical support. Sustainability should not be equated with an expectation that women would maintain the Network indefinitely through unpaid labour.

8. International exchange generated reciprocal learning, but the pathway from exchange to local institutional change required stronger documentation.

The online exchanges and Valencia programme created opportunities for Palestinian and Valencian women to compare political experiences, municipal practices and strategies for participation. The exchanges were most appropriately understood as reciprocal political learning and solidarity rather than a one-directional transfer of technical models.

Evidence confirmed delivery and positive participant perceptions, but did not permit independent recalculation of the reported knowledge-change percentages. Nor was there sufficient follow-up evidence to determine how consistently learning was translated into municipal trials, institutional commitments or continued cross-context collaboration.

9. The partnership brought complementary capacities, while broader institutional follow-up remained an emerging pathway.

ACPP, REFORM and Jovesólides contributed complementary experience in programme management, Palestinian municipal and political engagement, gender programming, communication and international exchange. REFORM's local access and contextual knowledge were central to implementation and adaptation.

The project was aligned with relevant Palestinian national development priorities. Formal ownership by a national institution was not an approved project commitment and was not assessed as a condition of achievement. Engagement with the Ministry of Local Government, the Municipal Development and Lending Fund and the Ministry of Women's Affairs was considered in relation to external coherence, future technical follow-up and sustainability.

The Ministry of Local Government–REFORM coordination meeting held during the evaluation period established a promising post-project pathway for technical review, possible formal guidance and future institutional follow-up. As it occurred after project closure, it was not counted as project-period delivery or indicator achievement.

10. Aggregate financial management supported delivery, while the available evidence supported a Moderate value-for-money judgement.

Reported expenditure reached the approved budget of €469,646 after rounding, and delivery was maintained despite exchange-rate pressure, inflation and rising transport, accommodation and hospitality costs. Budget reallocations and greater reliance on localised delivery allowed the consortium to preserve the substantive activity package.

Budget absorption was considered alongside economy, delivery, equity, adaptability and the strength and likely durability of the resulting changes. Comparative unit costs, alternative delivery models and costs associated with specific outcomes were not available, preventing a higher-confidence cost-effectiveness judgement. Several municipal and outcome-verification components were concentrated near project closure, reducing the time available to observe adoption and institutional use. The Valencia exchange was not treated as a sequencing failure because its timing and intended continuation formed part of the approved design. Efficiency and value for money were therefore assessed as Moderate.

11. The principal evaluability limitation concerned the transition from attendance reporting to outcome verification.

Project records documented extensive activity delivery, but unique-participant tracking, matched pre/post datasets, municipal action registers and comparable evidence of institutional use were not consistently available. The approved framework also did not provide an operational method for assessing coverage or change among the stated population of 63,370 female rights holders.

These were not merely technical reporting weaknesses. They affected accountability by limiting the extent to which the evaluation could determine whose participation changed, which women benefited, which groups remained excluded and whether reported institutional commitments altered the distribution of authority. The evidence gaps lowered confidence in several indicator judgements without negating the substantial work that had been delivered.

12. GAP made a credible contribution to emerging change, but broader political developments could not be attributed to the project.

The convergence of participant accounts, project documentation and selected municipal examples supported a credible contribution to women's agency, collective relationships, public visibility and specific institutional practices. GAP may also have strengthened or accelerated practices already emerging through women's own political work, supportive municipal leadership and other civil-society interventions.

The evidence did not support attributing changes in national electoral participation, overall numbers of elected women or all observed municipal practices exclusively to GAP. Electoral reform, political-party decisions, local alliances, other programmes and wider social developments also influenced these outcomes. The appropriate conclusion was therefore one of contribution rather than sole attribution.

13. Sustainability remained possible but could not be confirmed at project closure.

The project left valuable continuation assets: women's knowledge and relationships, the Elected Women's Network, the Gender Mainstreaming Manual, municipal diagnoses and selected low-cost procedural changes. These provided a basis for continued use, adaptation and reactivation.

Long-term durability could not be established within the short period between closure and evaluation fieldwork. Nor could sustainability be assessed independently of occupation, territorial fragmentation, movement restrictions, military operations, settler violence, municipal fiscal pressure and electoral turnover. These conditions repeatedly disrupted local institutions and altered what municipalities and women could safely sustain.

Sustainability therefore required more than participant commitment. It depended on institutional retention, operational continuation and the capacity to adapt or reactivate practices after disruption. Responsibility for this continuity rested with municipalities, national institutions, implementing partners and donors as well as participating women. It should not be transferred to women through assumptions of voluntary labour, personal resilience or continuing political exposure without resources and institutional protection.

10.3. FINAL CONCLUSION

GAP demonstrated that women's political participation could be strengthened when capacity development was connected to peer organization, municipal procedures, accountability spaces and opportunities to exercise real responsibility. It produced credible and politically meaningful contributions within an exceptionally restrictive environment. The project did not yet demonstrate uniform or durable redistribution of municipal authority, and its outcome evidence remained incomplete.

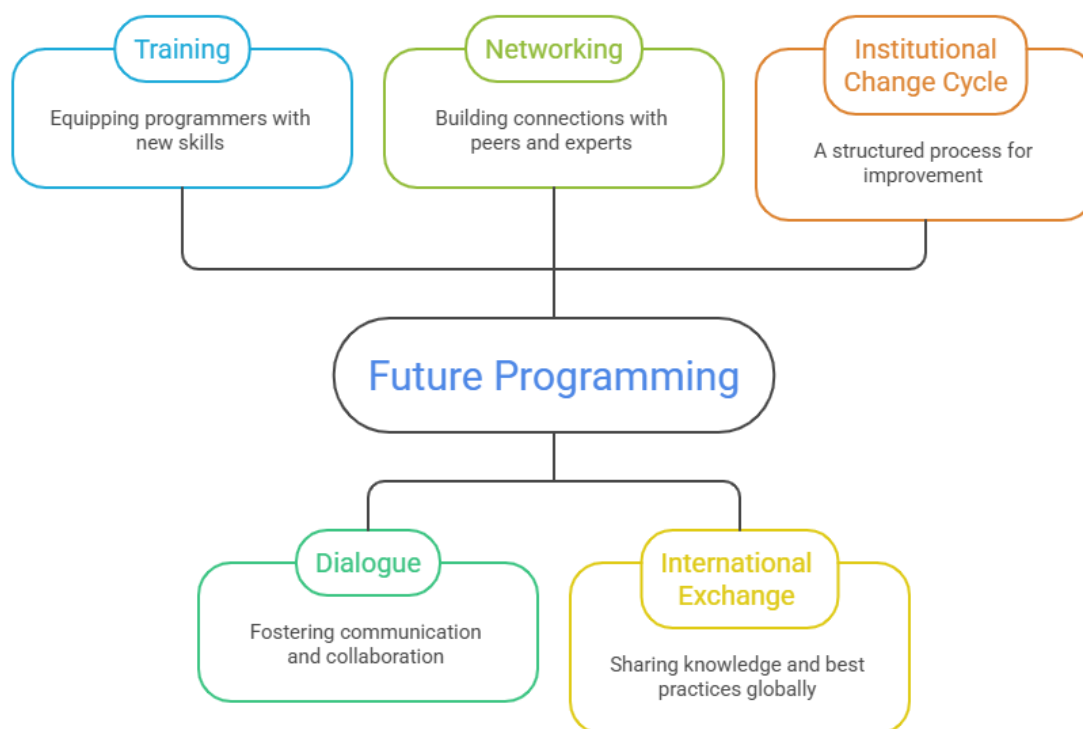
The central achievement was therefore not a completed transformation of Palestinian local governance, but the creation and testing of practical pathways through which women could gain greater knowledge, collective support, institutional access and selected decision-making authority. Consolidating these pathways would require longer-term accompaniment, stronger municipal and national ownership, better outcome evidence and sustained resourcing that recognized both patriarchal institutional barriers and the continuing effects of settler-colonial domination on Palestinian political and municipal life.

11. RECOMMENDATIONS AND MANAGEMENT ACTION MATRIX

The recommendations were derived from the evaluation findings, indicator assessment and stakeholder consultations. They distinguish between actions that could be completed following the evaluation and measures requiring a funded continuation or successor programme.

Future programming should retain training, dialogue, networking and international exchange, but position them within an institutional change cycle as presented in Figure 4:

Figure 4. Enhancing Future Programming



This sequencing would address the principal limitations identified by the evaluation: substantial activity delivery did not always have sufficient time, institutional ownership or evidence systems to demonstrate continued use and influence.

The recommendations assign responsibility mainly to institutions already accountable for the project. MoLG, MDLF and MoWA are identified as proposed institutional partners. Their participation, mandates and resource commitments should be established through formal consultation and written agreement before they are assigned implementation responsibility.

Timeframes for immediate actions begin from formal acceptance of the final evaluation. Timeframes for successor-programme actions begin from programme inception.

11.1. PROPOSED DISTRIBUTION OF INSTITUTIONAL RESPONSIBILITIES

Stakeholder	Proposed responsibility in future programming
Generalitat Valenciana or future funder	Provide an adequately sequenced funding period; permit evidence-based adaptation within approved rules; protect resources for institutional accompaniment, safeguarding, Network continuity, MEAL and post-project follow-up; and require a documented management response to evaluation findings.

ACPP	Retain overall accountability for programme governance, donor compliance, partnership management, risk oversight, safeguarding assurance, financial monitoring, value for money and the quality of the results and evidence framework.
REFORM	Lead locally grounded programme design, municipal engagement, technical accompaniment, capacity development, accountability mechanisms, support to the Elected Women's Network and routine collection of outcome evidence.
Jovesólides	Lead the international and reciprocal-learning pathway, including participant preparation, communication, institutional pairing, local transfer plans and post-exchange follow-up. Its contribution should be integrated from programme design rather than concentrated near closure.
Participating municipalities and local authorities	Review, endorse and implement municipal gender actions; assign political and permanent administrative owners; allocate feasible resources; maintain institutional records; support equitable committee and portfolio allocation; and respond publicly to accountability commitments.
Elected Women's Network	Determine its own governance, membership and political priorities; lead peer support and cross-electoral mentoring; contribute to programme design and monitoring; and represent members in agreed policy dialogue. These functions should be appropriately resourced rather than dependent on unpaid labour.
Ministry of Local Government	Subject to formal agreement, provide the principal national institutional pathway for technical guidance, incoming-council induction, reporting standards, municipal oversight and continuity across electoral cycles.
Municipal Development and Lending Fund	Subject to its mandate and agreement, assess whether gender-responsive governance measures can be incorporated into relevant municipal performance, capacity-development or financing instruments and pilot verifiable institutional incentives.
Ministry of Women's Affairs	Subject to formal agreement, provide technical review for gender-policy coherence, connect municipal practice with national gender-equality priorities and participate in appropriate policy dialogue with the Network and other institutions.

11.2. MANAGEMENT ACTION MATRIX

A. Programme Design and Institutional Partnership

ID	Recommendation and expected change	How the recommendation should be implemented	Accountable lead and supporting parties	Priority and timeframe	Evidence of completion
R1	Develop a sequenced, multi-year continuation or successor programme focused on institutional change. This would allow sufficient time for municipal application, consolidation and assessment of durability.	Undertake a documented feasibility and needs assessment covering the participating municipalities. Develop a programme of approximately 30–36 months, subject to feasibility and donor approval, with separate phases for institutional entry, diagnosis, application, consolidation and responsible exit. Select municipalities using transparent criteria combining political commitment, institutional readiness and level of need, so that the programme does not work only with the easiest municipalities. Establish an intensive accompaniment track and a lighter learning track where resources do not allow equal intensity across all localities.	ACPP and REFORM; Generalitat Valenciana or future funder; Jovesólides for the exchange component; municipalities and proposed national partners consulted.	High. Design within six months and before submission of a successor proposal.	Approved feasibility assessment; revised theory of change; phased workplan and budget; transparent municipal-selection criteria; signed municipal entry agreements; defined outcome milestones for each phase.
R2	Establish a formal institutional partnership framework before implementation begins. This would replace informal or late engagement with clearly defined institutional ownership.	Conduct structured bilateral scoping meetings with MoLG, MDLF and MoWA. Document each institution's mandate, interest, decision-making authority, resource capacity and expected contribution. On this basis, agree a memorandum of cooperation or technical partnership note defining roles, data-sharing, quality assurance, decision-making, safeguarding and follow-up. Establish a small steering or technical group that meets at least quarterly and records decisions. Institutions that do not formally agree should remain consultation stakeholders rather than being presented as implementation partners.	ACPP and REFORM. MoLG, MDLF and MoWA would assume roles only following their formal agreement. Generalitat Valenciana or the future funder should review the resulting governance arrangement.	High. Scoping during programme design; agreements completed during the first three months of implementation.	Signed role and responsibility matrix; designated focal persons; approved terms of reference; documented institutional commitments; quarterly meeting and decision records.
R3	Establish a MoLG-led institutionalisation pathway for gender-responsive local governance. This would strengthen consistency	Subject to MoLG's legal and administrative review, jointly adapt the Manual into a concise implementation package containing minimum municipal standards, model resolutions, focal-point terms of reference, committee and portfolio guidance, meeting-access standards and reporting templates. Incorporate the package into	MoLG, subject to agreement; REFORM providing technical support; ACPP supporting quality assurance;	High. Technical design within six months; pilot during the first programme year.	MoLG-approved or endorsed implementation package; induction materials; designated institutional focal point; municipal reporting template; completed pilot

	across municipalities and protect practices through electoral turnover.	orientation for incoming councils and permanent municipal staff. Pilot annual reporting on women's committee membership, leadership functions, financial or signature authority, access to agendas, meeting arrangements and implementation of municipal gender actions.	participating municipalities implementing the pilot; MoWA contributing technical gender review where agreed.		reports; documented review of findings and agreed revisions.
R4	Develop an MDLF pilot linking gender-responsive governance to municipal performance and capacity support. This would create an institutional incentive for implementation rather than relying solely on voluntary adoption.	Undertake a joint mapping to identify where the proposed measures align with MDLF's existing mandate and instruments. Subject to MDLF and MoLG agreement, pilot a limited set of measurable criteria in a small, diverse group of municipalities. Criteria could include an approved and costed gender action plan, women's participation in finance, planning or tender committees, accessible council procedures, functioning public accountability mechanisms and evidence of continued use. Provide technical support before assessment so that the mechanism supports improvement rather than merely ranking municipalities. Assess whether successful criteria could be integrated into existing performance, capacity-building or financing mechanisms.	MDLF, subject to agreement and mandate; MoLG; ACPP and REFORM providing project evidence and technical assistance; selected municipalities.	High. Feasibility assessment in the first six months; pilot over 12–18 months.	Approved pilot protocol; baseline assessments; agreed criteria and evidence standards; technical-support records; post-pilot assessment; documented decision on adaptation, continuation or integration into an existing MDLF mechanism.

B. Municipal Application, Women's Agency and Accountability

ID	Recommendation and expected change	How the recommendation should be implemented	Accountable lead and supporting parties	Priority and timeframe	Evidence of completion
R5	Convert the Gender Mainstreaming Manual into a municipality-level adoption-and-use package. This would distinguish presentation of the Manual from actual institutional use.	Require each participating municipality to complete a gender and institutional diagnostic; appoint a political sponsor and permanent administrative focal point; adopt a time-bound municipal action plan; identify feasible budget requirements; orient council members and relevant staff; and maintain an implementation register. The register should distinguish whether each measure was proposed, formally approved, installed,	Municipal councils and executive leadership; permanent municipal staff; REFORM; ACPP for quality assurance; MoLG and MDLF where formal agreements exist.	High. Diagnostic and action plan within the first six months; verification at six and twelve months and	Council resolutions; named responsible persons; costed action plans; staff-orientation records; documented procedural changes; evidence of use; six-

		used, reviewed and continued. REFORM should provide technical accompaniment and verify progress at six and twelve months.		annually thereafter.	and twelve-month verification reports.
R6	Treat electoral transition as a planned programme phase. This would prevent the loss of tools, relationships and institutional knowledge when council composition changed.	Prepare a standard handover file containing council decisions, Manual status, committee arrangements, open accountability commitments, gender actions and contact points. Permanent staff should retain the institutional file. Incoming councils should receive orientation within 60 days of taking office. Experienced and former elected women should be invited, with their consent and appropriate support, to mentor incoming women. Follow-up should examine whether the incoming council retained, amended or discontinued each practice and why.	Municipalities and MoLG, subject to agreement; REFORM; Elected Women's Network; ACPP.	High. Embedded in programme design and activated before and immediately after each electoral transition.	Completed handover files; incoming-council orientation records; named administrative custodians; mentor arrangements; three- and six-month continuity reviews.
R7	Strengthen the Elected Women's Network as an autonomous, resourced political and peer-support mechanism. This would support continuity across electoral cycles without transferring responsibility to women's unpaid labour.	Facilitate a Network-led options appraisal covering governance, membership, leadership selection, decision-making, safeguarding, communication and possible institutional relationships. The Network should adopt a charter and costed annual plan and determine whether it wishes to remain independent, be hosted administratively by a civil-society organisation or establish a formal relationship with MoWA or MoLG. Provide at least 18–24 months of proportionate core support for coordination, face-to-face meetings, accessible participation, mentoring and collective initiatives. Funding should protect member autonomy and should not require the Network to reproduce a project structure after donor support ends.	Elected Women's Network as decision-maker; REFORM as facilitator; ACPP and the future funder as resource partners; MoWA and MoLG consulted only with Network consent.	High. Governance decision and plan within six months; resourced implementation for at least 18–24 months.	Member-approved charter; verified membership register; transparent leadership arrangements; annual action plan and budget; mentoring records; documented collective initiatives; institutional responses to Network advocacy; annual member review.
R8	Replace stand-alone training with a practice-and-accompaniment cycle. This would connect learning directly to women's exercise of municipal authority.	Each capacity-development cycle should include participant selection and baseline assessment, role-specific training, a practical municipal assignment, individual or small-group coaching, peer review and follow-up after three and six months. Assignments should involve live responsibilities such as reviewing agendas, preparing proposals, participating in finance	REFORM; participating municipalities; Elected Women's Network; ACPP providing MEAL and safeguarding oversight.	High. Incorporated before delivery of any future training cycle.	Unique participant and completion records; baseline and matched follow-up measures; completed practical assignments; coaching records; evidence of

		or planning discussions, tracking public commitments or applying a Manual provision. Mayors, male council members and permanent staff should participate in modules addressing institutional responsibility and gatekeeping. Scheduling, travel, care, disability and overnight requirements should be co-designed with participants.			changed access, responsibility or practice; participant-access feedback.
R9	Convert Accountability Souks and thematic meetings into traceable municipal accountability loops. This would move the mechanism from public dialogue to institutional response.	Every event should produce a commitment register recording the issue raised, responsible institution or official, required action, deadline, status and evidence of response. Municipalities should acknowledge commitments in writing and provide periodic public updates through accessible channels. Unresolved matters should be referred through an agreed municipal complaints or escalation pathway, including MoLG where appropriate. Sensitive cases should remain confidential and should not be placed on public trackers without informed consent. Participants should receive feedback on what was completed, delayed or declined and the reasons.	Participating municipalities; Social Transformation Agents; REFORM as facilitator; MoLG as a possible escalation or oversight body subject to agreement.	High. Applied from the first accountability activity; reviewed quarterly.	Published or otherwise accessible commitment trackers; acknowledgement records; percentage of commitments completed by deadline; reasons for delay or non-action; documented feedback to participants; participant assessment of responsiveness.
R10	Redesign international exchange as a complete transfer-and-application cycle. This would strengthen the connection between reciprocal learning and municipal change.	Plan exchanges early and link each participant's selection to a defined political or institutional learning objective. Complete preparation on context, power, safeguarding and reciprocal exchange. Pair Palestinian and Valencian actors around specific themes. Require a post-exchange municipal or Network debrief, selection of one feasible local trial and follow-up after three and six months. Allocate funds for translation, accessibility and application after travel. International exchange should be assessed through changes in practice or relationships, not only the number of participants or events.	Jovesólides; REFORM; ACPP; participating municipalities; Elected Women's Network and Valencian partners.	Medium. Designed at inception; follow-up completed within six months of each exchange.	Transparent participant-selection record; learning plans; reciprocal exchange products; local debriefs; agreed municipal or Network trials; three- and six-month follow-up evidence; documentation of practices retained, adapted or rejected.

C. Evidence, Adaptation, Financial Management and Sustainability

ID	Recommendation and expected change	How the recommendation should be implemented	Accountable lead and supporting parties	Priority and timeframe	Evidence of completion
R11	Redesign the MEAL system around outcome verification and institutional use. This would permit credible assessment of who changed, what changed and whether change continued.	Develop an evaluable theory of change and indicator reference sheets before delivery. Define numerical baselines, denominators, data sources, frequency and responsibility for every indicator. Distinguish unique people from participant-attendances and assign privacy-protected identifiers where repeat participation matters. Use matched pre/post measures for knowledge or perception indicators. Maintain municipality-level files documenting decisions, use and continuation. Measure institutionalization in stages: proposed, approved, installed, used and sustained. Either operationalize the stated wider rights-holder population through a realistic reach and measurement pathway or remove it from outcome targets. Disaggregate data by sex, age, disability, locality and political status where relevant, safe and ethically justified.	ACPP as accountable MEAL lead; REFORM responsible for routine local evidence; Jovesólides responsible for exchange evidence; municipalities responsible for institutional records; future external evaluator consulted during evaluability review.	High. Completed before successor-programme approval and tested during inception.	Approved theory of change; indicator reference sheets; baseline dataset; unique-participant protocol; municipal evidence files; quarterly data-quality assessments; matched outcome datasets; version-controlled reporting workbook; documented participant-feedback mechanism.
R12	Adopt an adaptive, access-aware and safeguarding-sensitive implementation framework. This would allow continuity under occupation-related disruption without transferring the costs of adaptation to women.	Develop scenarios and decision triggers for movement restrictions, military operations, settler violence, municipal suspension, political backlash and electoral disruption. Review risks quarterly and document adaptations. Include donor-approved budget flexibility for rescheduling, alternative locations and remote or hybrid delivery. Budget for safe transport, care-related access, disability accommodation and participant-chosen alternatives to overnight activities. Establish confidential monitoring of participation-related intimidation, retaliation or harm and maintain consent-based referral pathways. The programme should never use women's personal resilience or unpaid labour as the principal sustainability strategy.	ACPP for risk and safeguarding assurance; REFORM for local monitoring and response; Jovesólides for international-mobility safeguards; municipalities for safe institutional participation; funder for approved flexibility.	High. Framework completed at inception and reviewed quarterly or after major contextual changes.	Context and risk register; decision-trigger matrix; documented adaptation log; access and safeguarding budget; trained focal persons; confidential incident and referral protocol; anonymized trend reporting; participant feedback on safety and accessibility.
R13	Strengthen financial resilience, cost-	During programme design, prepare the budget using documented and realistic assumptions concerning unit	ACPP and REFORM finance and	High. Incorporated	Results-linked budget; documented unit-cost,

	eligibility planning, sequencing and value-for-money assessment within applicable donor rules. This would improve the programme's capacity to manage inflation, exchange-rate movements and changing delivery conditions while maintaining compliance and protecting outcome-critical activities.	costs, inflation, exchange rates and likely changes in delivery conditions. Programme and finance teams should jointly review proposed activities and municipality-specific interventions before commitments are made, including their classification as running costs, inventory-recorded goods or capital expenditure. Where donor rules do not permit a contingency line, ACPP should seek clarification and, where feasible, negotiate the maximum permissible flexibility during proposal development and contracting. The grant-management arrangements should clearly document allowable reallocation mechanisms, approval requirements and decision timelines. During implementation, conduct quarterly budget-versus-actual reviews, maintain rolling expenditure forecasts and establish early decision triggers for significant cost variation. All reallocations should remain within donor rules and receive the required written approval. Expenditure should be linked to results, principal activities and municipalities where feasible, and value for money should be assessed through economy, efficiency, effectiveness and equity rather than budget absorption alone. Outcome-dependent activities should be scheduled early enough to protect the time and resources required for application and follow-up. Comparable residential, localised, online and hybrid delivery models should be assessed using cost, accessibility and outcome evidence.	programme teams; Jovesólides for its allocation; Generalitat Valenciana or any future funder responsible for clarifying and approving the applicable flexibility and reallocation arrangements.	during successor-programme design and before budget approval; financial forecasts and budget performance reviewed quarterly throughout implementation.	inflation and exchange-rate assumptions; records of cost-eligibility review; documented donor rules and reallocation procedures; quarterly budget-versus-actual reviews and rolling forecasts; written reallocation approvals; financial and delivery dashboard; value-for-money assessment; and evidence that outcome-dependent activities were scheduled with sufficient time for application and follow-up.
R14	Fund post-project outcome and sustainability follow-up. This would determine whether promising practices survived council transition and contextual disruption.	Include six- and twelve-month follow-up in the original programme budget and evaluation plan, with an optional 24-month review where feasible. Verify Manual use, committee and portfolio allocation, financial or signature authority, meeting-access arrangements, accountability commitments, Network functioning and unintended effects. Use outcome harvesting and contribution analysis to examine why practices continued, changed or stopped. MoLG and MDLF should be invited to participate in	ACPP and the funder; independent evaluator or mixed learning team; REFORM, Jovesólides, municipalities and the Network providing evidence; MoLG, MDLF and	High. Budgeted at design; reviews conducted six and twelve months after the relevant support phase.	Follow-up protocol; verified municipal and Network records; six- and twelve-month reports; documentation of contextual disruption; management decisions identifying which

		reviewing institutional findings where formal partnerships exist. The review should support explicit decisions to continue, adapt, scale or discontinue each intervention model.	MoWA participating where agreed.			approaches were continued, adapted, scaled or discontinued.
R15	Complete and publicly track a formal management response to the evaluation. This would strengthen evaluation use and institutional accountability.	ACPP should convene a management-response workshop with REFORM and Jovesólides and invite the funder and relevant Palestinian institutions. Each recommendation should be accepted, partially accepted or rejected with a recorded justification. Accepted actions should have an institutional owner, deadline and resource decision. A non-identifying public version of the evaluation and management response should be prepared after consent and confidentiality review. Progress should be reviewed at six and twelve months.	ACPP; REFORM; Jovesólides; Generalitat Valenciana; proposed institutional partners invited without presuming acceptance.	High. Initial response within eight weeks; progress reviews after six and twelve months.		Completed management-response matrix; assigned owners and deadlines; resource decisions; dissemination record; anonymised public report; six- and twelve-month progress updates.

11.3 What Should Be Sustained, Adapted or Avoided

The evaluation did not support the automatic continuation of every activity in its existing form. Future investment should be guided by whether an intervention created a credible pathway to authority, institutional use and continued application.

Intervention component	Conditions under which it could generate and sustain impact	What would be insufficient
Gender Mainstreaming Manual	Council decision; staff and member access; permanent owner; costed action plan; incorporation into procedures; documented use; six- and twelve-month review.	Production, presentation or distribution without verified use.
Capacity development	Role-specific content; practical assignments; coaching; involvement of institutional gatekeepers; matched follow-up; access adjustments.	Attendance totals or immediate satisfaction alone.
Elected Women's Network	Member-led governance; core coordination resources; mentoring across electoral cycles; practical initiatives; safeguarding; institutional relationships chosen by members.	Reliance on informal communication or unpaid voluntary coordination.
Accountability Souks	Recorded commitments; named responsible officials; deadlines; municipal responses; public feedback; appropriate escalation and confidentiality.	One-off dialogue without evidence of response or follow-up.

Municipal actions	gender	Formal authority; permanent administrative ownership; feasible budget; routine records; continuity arrangements; external verification.	Dependence on one supportive mayor, council member or project coordinator.
International exchange		Reciprocal purpose; preparation; institutional pairing; local application plan; resourced follow-up; evidence of adapted practice.	Travel, visibility or participant numbers without subsequent application.
National institutional engagement		Early formal agreement; assigned focal persons; alignment with mandates; technical ownership; resource commitment; reporting and review.	Closing-event participation, informal communication or use of an institution's name without agreed responsibility.

11.4 Decision Rules for Future Scaling

Before an intervention component is expanded, the responsible partners should apply the following tests:

1. Authority test: Did the intervention expand women's access to information, influential responsibilities, institutional resources or decision-making authority?
2. Institutional-use test: Was the change formally assigned, applied and documented within the municipality or responsible institution?
3. Accountability test: Did municipal or public institutions respond to women's and community demands through traceable decisions or actions?
4. Equity test: Were women facing care, mobility, disability, economic, geographic or political barriers able to participate and benefit?
5. Continuity test: Could the practice continue through electoral turnover, staff changes or contextual disruption without depending on one person?
6. Resource test: Was there a realistic institutional, administrative and financial basis for continuation?
7. Evidence test: Was there sufficiently credible evidence to determine reach, application and outcome?

Components meeting most of these conditions could be considered for scaling. Components showing promising results but weak ownership or evidence should first be adapted and retested. Components that continued to generate attendance without a credible pathway to institutional change should not be replicated in the same form.

The central planning implication was that future impact would depend less on increasing the number of activities and more on strengthening the sequence between women's political agency, municipal authority, institutional accountability and continued application. Sustainability would require responsible institutions, budgets, procedures and adaptive capacity; it could not reasonably be secured through participant commitment alone.

ANNEX I. EVALUATION MATRIX

Evaluation Criterion	Evaluation Question	Judgement Criteria	Sources of Evidence	Methods
Relevance	To what extent did the project respond to the barriers affecting women's political participation and leadership in the participating municipalities?	Alignment between intervention design and identified barriers, needs, and priorities of women and local governance actors.	Project proposal, baseline study, elected women, local council members, project partners.	Document Review, KIIs, FGDs
	To what extent did the intervention remain relevant throughout implementation?	Continued relevance of project objectives, approaches, and activities within the evolving context.	Project documentation, project partners, institutional stakeholders, participants.	Document Review, KIIs, FGDs
Coherence	To what extent did the three result areas reinforce one another in contributing to the project objective?	Evidence of complementarity between institutional change, accountability processes, and women's leadership activities.	Project documentation, participants, project partners.	Document Review, KIIs, FGDs
	To what extent was the intervention aligned with relevant national and international frameworks relating to gender equality and political participation?	Consistency with national strategies, local governance priorities, HRBA principles, CEDAW, and SDGs.	Project documents, institutional stakeholders.	Document Review, KIIs
Effectiveness (R1)	To what extent did the project contribute to creating a more enabling institutional environment for women's political participation?	Increased awareness of gender barriers; functionality of Social Transformation Agents; adoption of inclusion tools and mechanisms; institutional commitment to women's participation.	Municipal documentation, Social Transformation Agents, local council members, project records.	Document Review, KIIs, FGDs
	To what extent were municipalities able to adopt and use practical tools supporting women's inclusion and participation?	Evidence of use, ownership, and application of project-supported mechanisms and tools.	Municipal records, institutional outputs, local councils, MoLG, MDLF.	Document Review, KIIs

	To what extent did the project strengthen accountability, dialogue, and participation processes between local authorities and communities?	Functionality of accountability mechanisms; stakeholder participation; quality of engagement and dialogue.	Community participants, civil society actors, municipal representatives, project documentation.	FGDs, KIIs, Document Review
	To what extent did the project contribute to greater awareness and commitment towards inclusive and gender-responsive public policies?	Evidence of increased knowledge, engagement, policy discussions, and policy proposals.	Participants, policy proposals, project reports, institutional stakeholders.	KIIs, FGDs, Document Review
	To what extent did the project strengthen women's leadership, participation, and political engagement?	Changes in confidence, participation, leadership, visibility, networking, and engagement in governance processes.	Elected women, project records, local councils.	FGDs, IDIs, KIIs
	To what extent did the Network of Elected Women contribute to learning, support, and collective action?	Perceived usefulness, continuity, exchange of experiences, collective problem-solving, future orientation.	Elected women, Network documentation.	FGDs, IDIs, Document Review
	To what extent did the project achieve the intended changes reflected in the Specific Objective indicators?	Progress against OE.1, OE.2 and OE.3 indicators and supporting qualitative evidence.	Monitoring data, municipal records, project documentation, stakeholders.	Document Review, KIIs, FGDs, IDIs
Efficiency	To what extent were resources, implementation arrangements, and management processes used appropriately to achieve results?	Timeliness, adequacy of resources, effectiveness of coordination and implementation arrangements.	Project partners, project records, financial and narrative reports.	KIIs, Document Review
Impact	What evidence exists of changes in women's participation, leadership, and influence within local governance processes?	Perceived and documented changes in participation, leadership roles, visibility, and influence.	Elected women, local councils, community stakeholders.	FGDs, IDIs, KIIs
	What evidence exists of changes in institutional responsiveness and local governance practices?	Changes in institutional behavior, responsiveness, inclusion, and accountability practices.	Municipal documentation, local councils, institutional stakeholders.	Document Review, KIIs

	Were there any unintended positive or negative effects resulting from the intervention?	Evidence of unexpected outcomes affecting individuals, institutions, or governance processes.	All stakeholder groups.	KIIs, FGDs, IDIs
Sustainability	To what extent are project-supported mechanisms and practices likely to continue beyond project completion?	Institutional ownership, continued use of tools, mechanisms, and governance practices.	Municipalities, MoLG, MDLF, project partners.	KIIs, Document Review
	To what extent are women's leadership structures and networks likely to remain active?	Continuity of networks, relationships, capacities, and peer support mechanisms.	Elected women, project partners.	FGDs, IDIs, KIIs
HRBA & Gender Equality	To what extent did the project contribute to participation, inclusion, accountability, and non-discrimination?	Evidence of more inclusive governance processes and strengthened participation opportunities.	Rights holders, duty bearers, responsibility holders.	FGDs, KIIs, Document Review
	To what extent did the intervention strengthen women's agency and ability to engage in political and decision-making spaces?	Changes in confidence, voice, leadership, influence, and perceived ability to participate.	Elected women, community stakeholders, local councils.	FGDs, IDIs, KIIs
Partnership & Learning	How effective was the partnership between ACP, REFORM, and Jovesólides in supporting implementation and learning?	Quality of collaboration, coordination, communication, adaptive management, and added value.	Project partners, project documentation.	KIIs, Document Review
	What lessons emerge for future programming on women's political participation and gender-responsive governance?	Transferable lessons, good practices, challenges, and recommendations.	All stakeholder groups, project documentation.	KIIs, FGDs, IDIs, Document Review

ANNEX II. FGD TOOL | ELECTED WOMEN

Evaluation Purpose: Specific Objective, Result 3, Gender Equality and Human Rights-Based Approach

FGD Purpose

The purpose of this discussion is to understand how elected women experienced the project and whether participation in project activities contributed to changes in their leadership, participation, confidence, visibility, influence, and engagement within local governance processes.

The discussion will also explore the relevance of the support provided through the project, the usefulness of the Network of Elected Women and related activities, and participants' views regarding the sustainability of project-supported changes.

Facilitator Notes

Throughout the discussion, pay attention to *examples rather than general statements; differences between municipalities; evidence of leadership and influence; references to institutional change; references to accountability and participation processes; unintended outcomes; and differing experiences among participants*. Please encourage participants to illustrate their answers with concrete experiences wherever possible.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the discussion.
- Clarify confidentiality and voluntary participation.
- Obtain verbal consent.
- Explain that there are no right or wrong answers and that all perspectives are valuable.

Section 1. Participation in the Project

Opening Question

1. Can you briefly introduce yourself and tell us briefly how you became involved in the project?

Discussion Questions

2. Which project activities did you participate in?
3. Which activities were most relevant or useful to you? Why?
4. Were there any activities or forms of support that you found less useful? Why? Can you please give examples?
5. Did the project respond to the needs and challenges that women elected to local councils face in your municipality?

Probe (leadership support; networking opportunities, access to information, confidence building, institutional engagement)

Section 2. Leadership and Political Participation

Discussion Questions

6. Since becoming involved in the project, have you noticed any changes in how you participate within your local council?
7. Have you taken on new responsibilities, initiatives, or leadership roles during the project period?
8. Can you share examples of situations where you felt able to influence discussions, decisions, or priorities within your municipality?

Probe (committee participation; speaking in meetings; proposing initiatives; engaging with community members; advocating for specific issues).

Section 3. Institutional Environment

Discussion Questions

9. Have you observed any changes within your municipality regarding women's participation and inclusion?
10. Have project-supported tools, policies, or mechanisms influenced the way the municipality works?
11. What factors continue to support or limit women's participation?

Probe (attitudes of colleagues; institutional culture; access to information; opportunities to participate; support from municipal leadership).

Section 4. Network of Elected Women

Discussion Questions

10. What role did the Network of Elected Women play for you?
14. How useful were the exchanges and discussions with other elected women?
15. Did participation in the network help you address challenges or identify solutions within your own municipality?

Section 5. Change and Influence

Discussion Questions

16. Looking back over the project period, what changes do you consider most significant? Are there areas where little or no change occurred?
17. Have these changes affected only you personally, or have they influenced your municipality or community more broadly?
18. In your view, what has the project contributed to women's political participation?

Section 6. Sustainability

Discussion Questions

19. Which project-supported practices, relationships, or mechanisms are likely to continue after project completion?
20. What would be needed to sustain or build upon the changes achieved?
21. Do you think the Network of Elected Women can continue beyond the project? Why or why not?

Closing Reflection

22. If you had to describe the most important lesson from your experience in one sentence, what would it be?
23. What recommendations would you make for future initiatives aiming to strengthen women's political participation and leadership?

ANNEX III | FGD SOCIAL TRANSFORMATION AGENTS

Evaluation Purpose/Link: Result 1, Specific Objective, Gender Equality, Accountability, and Sustainability (R1; OE.1; OE2; Sustainability; Social Transformation)

Purpose

The purpose of this discussion is to understand how Social Transformation Agents experienced their role within the project and how they perceive changes relating to gender equality, participation, accountability, and institutional practices within their municipalities.

The discussion will also explore the contribution of the Social Transformation Agents model to social transformation processes, institutional change, and the sustainability of project-supported initiatives.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the discussion.
- Confirm confidentiality and voluntary participation.
- Obtain verbal consent.
- Emphasize that there are no right or wrong answers and that different experiences are valuable.

Section 1. Becoming a Social Transformation Agent

Opening Question

1. Can I please ask everyone to introduce yourself and describe how you became involved in the project as a Social Transformation Agent?

Discussion Questions

2. What did the role of a Social Transformation Agent mean to you?
3. How did you understand your role within the municipality and the wider community?

Section 2. Understanding Gender Barriers and Participation

Discussion Questions

4. Before participating in the project, how did you understand the barriers affecting women's participation in local governance?
5. Did your understanding of these issues change during the project? If so, how?
6. Were there discussions, activities, or experiences that particularly influenced your thinking? Can you please give examples?

Section 3. Social Transformation and Institutional Change

Discussion Questions

7. Have you observed any changes within the municipality relating to women's participation, inclusion, attitudes, practices, or decision-making processes?
8. Were there examples where issues of inclusion or equality received greater attention than before?

- What factors helped or hindered these changes? (Example: municipal procedures; communication practices; decision-making processes; inclusion mechanisms; organizational culture).

Section 4. Accountability and Participation

Discussion Questions

9. How would you describe the relationship between the municipality and community members during the project period?
10. Did the project create new opportunities for dialogue or participation? How? Can you please give examples?
11. How were accountability mechanisms and participation processes received by community members?
12. Do you think there were some groups more able to participate than others? Why?

Section 5. Reflections on Change

Discussion Questions

13. Looking back, what changes do you consider most significant?
14. Were there areas where change was limited or difficult to achieve?
15. Were there any unexpected outcomes emerging from the intervention?

Section 6. Sustainability

Discussion Questions

16. To what extent do you think the changes supported by the project will continue? Probe: What risks could affect the sustainability of project results?
17. What mechanisms, practices, or relationships are most likely to remain in place?
18. What would be needed to maintain momentum after project completion?

Section 7. Lessons and Recommendations

Discussion Questions

19. What lessons emerge from your experience as a Social Transformation Agent?
20. What would you recommend for future initiatives seeking to strengthen women's participation and more inclusive local governance?
21. If you could change one aspect of the project, what would it be?

22. Annex IV | FGD Community Representatives

Evaluation Area/Link: Result 2, Specific Objective, Accountability, Participation, Inclusion, and Sustainability

Interview Purpose

The purpose of this discussion is to understand how community members experienced project-supported participation and accountability processes and whether these processes contributed to more responsive, inclusive, and accessible local governance.

The discussion will also explore perceptions of engagement with local authorities, opportunities for participation, and the extent to which project-supported mechanisms addressed community concerns and priorities.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the discussion.
- Confirm confidentiality and voluntary participation.
- Obtain verbal consent.
- Clarify that there are no right or wrong answers and that different experiences are important for the evaluation.

Section 1. Participation and Engagement

Opening Question

1. Can you briefly introduce yourself and describe how you became involved in project activities?

Discussion Questions

2. Which project activities or participation spaces did you engage with?
3. How would you describe your experience of these activities?

Section 2. Access to Participation

Discussion Questions

4. Before the project, how easy or difficult was it for community members to communicate with the municipality?
5. Did the project create new opportunities for participation or dialogue?
6. Were these opportunities accessible to different groups within the community?
7. Who participated most actively? Who participated less? (Example: women, youth, community organizations, others).

Section 3. Accountability and Responsiveness

Discussion Questions

8. Did project-supported activities create meaningful opportunities for communication between citizens and local authorities, and were community concerns discussed through these processes?
9. Did you observe any responses or actions by the municipality following community engagement activities?

10. To what extent did participants feel that their views were heard?

Section 4. Inclusion and Women's Participation

Discussion Questions

11. In your view, did the project contribute to greater inclusion within local governance processes?
12. Did you observe any changes in women's participation or visibility during the project period?
13. Were women able to contribute meaningfully to discussions and participation processes?
14. What factors supported or limited participation? (Example: opportunities to speak; representation; leadership; attitudes towards participation; inclusion of different groups).

Section 5. Reflections on Change

Discussion Questions

15. Looking back, what changes do you consider most important? Were there aspects of the project that were less effective?
16. Have relationships between citizens and the municipality changed in any way?
17. Are there examples that illustrate these changes?

Section 6. Sustainability

Discussion Questions

18. Are any of the participation or accountability mechanisms introduced through the project still being used?
19. Do you believe these mechanisms will continue after project completion?
20. What would help ensure their continuation?

Section 7. Lessons and Recommendations

Discussion Questions

21. What lessons emerge from your experience of participating in the project?
22. What recommendations would you make to municipalities seeking to strengthen participation and accountability?
23. What recommendations would you make for future initiatives working in this area?

ANNEX V | IDI TOOL ELECTED WOMEN

Evaluation Area: Specific Objective, Result 3, Women's Leadership, Agency, Participation, Influence, and Sustainability

IDI Purpose

The purpose of this interview is to understand the personal experiences of elected women who participated in the GAP project and to explore how they experienced participation, leadership, influence, and engagement within local governance processes.

The interview seeks to capture individual trajectories of change and to understand how women navigated opportunities, constraints, relationships, and institutional environments throughout their involvement in the project.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the interview.
- Confirm confidentiality and voluntary participation.
- Obtain verbal consent.
- Emphasize that there are no right or wrong answers and that the discussion focuses on personal experiences and reflections.

Section 1. Personal and Political Journey

Opening Questions

1. Can you tell me a little about yourself and your role within the municipality?
2. What motivated you to become involved in local governance and public life?
3. Looking back, how would you describe your experience as an elected woman before becoming involved in the project?

Section 2. Experience of the Project

Discussion Questions

4. Which project activities or experiences were most meaningful to you?
5. Were there moments, discussions, or experiences that particularly influenced your thinking or practice?
6. Did participation in the project affect how you viewed your role as an elected woman?

Probe

- exchanges
- networking
- learning opportunities
- dialogue spaces
- relationships with other women

Section 3. Leadership and Participation

Discussion Questions

7. Since participating in the project, have there been changes in how you engage within your municipality?
8. Can you recall a situation where you felt able to influence a decision, discussion, or process within the municipality?
9. Are there examples where you approached a situation differently because of something learned or experienced through the project?

Section 4. Relationships and Institutional Environment

Discussion Questions

10. How have your relationships with colleagues within the municipality evolved during the project period?
11. Did you observe any changes in how women's participation was perceived or supported within the municipality?
12. What factors have helped or hindered your participation?

Section 5. Influence and Agency

Discussion Questions

13. Do you feel that your ability to contribute to local governance has changed over time? How?
14. Have there been situations where your voice was heard or where you were able to shape outcomes that mattered to your community?
15. Are there areas where you still feel constrained or excluded?

Section 6. Looking Back

Discussion Questions

16. Looking back, what do you consider the most significant personal and institutional changes resulting from the project?
17. Were there any outcomes that surprised you?
18. Are there areas where you expected more change than what actually occurred?

Section 7. Looking Forward

Discussion Questions

19. What aspects of the project are most likely to remain with you after the project ends?
20. What would strengthen women's participation and leadership in local governance in the future?
21. What recommendations would you make for future initiatives working in this area?

Closing Reflection

22. Is there anything important about your experience that we have not discussed and that you would like to add?

ANNEX VI | KIIS IMPLEMENTING PARTNERS

(REFORM, ACP, and Jovesólides)

Evaluation Purpose: Relevance, Coherence, Effectiveness, Efficiency, Sustainability, Partnership and Learning

Purpose

The purpose of this interview is to understand the strategic rationale underpinning the intervention, how implementation unfolded in practice, the contribution of different partners, and the lessons emerging from the project.

The interview will also explore how the project responded to contextual realities, how the partnership functioned throughout implementation, and how partners assess the sustainability and future relevance of project-supported processes and mechanisms.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the evaluation.
- Confirm confidentiality and voluntary participation.
- Obtain consent to proceed.

Section 1. Intervention Logic and Relevance

Discussion Questions

1. Looking back at the project design, to what extent do you consider the intervention logic still relevant to the realities faced by women in local governance?
2. Which barriers to women's political participation did the project seek to address most directly?
3. To what extent did the project respond to the priorities of participating municipalities and elected women? (i.e. Governance barriers; social norms; accountability gaps; institutional constraints; participation opportunities).

Section 2. Implementation and Change Processes

Discussion Questions

4. Which aspects of implementation contributed most significantly to project results?
5. Were there elements of the intervention that proved more effective than originally anticipated?
6. Were there aspects that required adaptation during implementation?
7. What factors most strongly supported or constrained progress? (i.e. Municipal engagement; stakeholder participation; contextual developments; implementation flexibility; social transformation processes)

Section 3. Results and Contribution

Discussion Questions

8. Which project achievements do you consider most significant?
9. How would you describe the project's contribution to women's political participation and leadership?

10. How would you describe the project's contribution to institutional change within municipalities?
11. How would you describe the project's contribution to accountability and participation processes?
12. Were there any outcomes that were unexpected? (i.e. Institutional practices; women's participation; accountability mechanisms; relationships between stakeholders; unintended effects).

Section 4. Partnership and Collaboration

Discussion Questions

13. How did the partnership between REFORM, ACPP, and Jovesólides function in practice?
14. What added value did each partner bring to the intervention?
15. What factors contributed to effective collaboration?
16. Were there challenges in coordination or decision-making? How were they addressed?
17. What lessons emerge regarding partnership management?

Section 5. Sustainability

Discussion Questions

18. Which project-supported mechanisms, practices, or relationships are most likely to continue?
19. Which achievements appear more vulnerable after project completion?
20. To what extent do municipalities demonstrate ownership of project-supported approaches?
21. What conditions would support the continuation of project results?

Section 6. Learning and Future Directions

Discussion Questions

22. What are the most important lessons emerging from the project?
23. Which elements of the project should be maintained, adapted, or expanded?
24. What recommendations would you offer for future programming focused on women's political participation and gender-responsive local governance?

ANNEX VII | IDI LOCAL COUNCIL MEMBERS

Evaluation Purpose: Specific Objective, Result 1, Result 2, Sustainability, Governance and Human Rights-Based Approach (R1 Institutional Environment; OE.1 Inclusion Mechanisms; OE.3 Women's Participation and Leadership; R2 Accountability and Participation; Sustainability, Ownership and Continuation).

KII Purpose

The purpose of this interview is to understand how participating municipalities engaged with the project, whether project-supported mechanisms and practices influenced municipal processes, and how local authorities perceive changes relating to women's participation, accountability, and inclusion.

The interview also seeks to explore institutional ownership, sustainability, and the broader contribution of the project to local governance processes.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the evaluation.
- Confirm confidentiality and voluntary participation.
- Obtain consent to proceed.

Interviewer Notes

Particular attention should be paid to: *Evidence of institutional ownership; examples of changes in municipal practice; references to accountability and participation mechanisms; examples illustrating women's participation and influence; differences between formal adoption of mechanisms and actual use in practice; and factors affecting sustainability.*

Encourage interviewees to provide concrete examples wherever possible.

Section 1. Municipal Engagement with the Project

Opening Questions

1. Can you briefly describe your role within the municipality?
2. How was the municipality involved in the GAP project?
3. Which project activities or processes did you engage with directly? (Social Transformation Agents; gender mainstreaming (Audit) and inclusion measures; exchange visits, accountability activities; dialogue processes; direct support provided by REFORM)

Section 2. Institutional Change and Inclusion

Discussion Questions

4. To what extent did the project address barriers affecting women's participation within municipal governance processes?
5. Have any changes been introduced within the municipality as a result of the project?
6. Which project-supported tools, mechanisms, or practices have been most useful?

Section 3. Women's Participation and Leadership

Discussion Questions

7. Have you observed changes in the participation, visibility, or engagement of women within the municipality?
8. Are women participating differently in municipal discussions or decision-making processes than before?
9. Can you provide examples that illustrate these changes? (committee participation; leadership roles; initiative taking; communication with citizens; representation beyond traditionally assigned roles).

Section 4. Accountability and Citizen Engagement

Discussion Questions

10. How would you describe the municipality's relationship with citizens before and after the project?
11. Did the project contribute to improving communication, consultation, or accountability processes?
12. Which accountability or participation mechanisms introduced or strengthened through the project continue to be used?
13. How have citizens responded to these mechanisms? (Accountability Souks; consultations feedback mechanisms; public engagement processes).

Section 5. Sustainability and Institutional Ownership

Discussion Questions

16. To what extent does the municipality consider project-supported mechanisms and practices as its own?
17. Which project-supported initiatives are most likely to continue after project completion?
18. What factors support or hinder sustainability?
19. Are there additional measures that would help strengthen sustainability? (municipal commitment; resources; staff engagement; institutional procedures; support from external actors).

Section 6. Reflection and Lessons Learned

Discussion Questions

20. Looking back, what do you consider the project's most important contribution to your municipality?
21. Were there any aspects of the intervention that could have been strengthened?
22. What recommendations would you make for future programming?

ANNEX VIII | KII MoLG; MDLF

Evaluation Area/Link: Relevance, Coherence, Effectiveness, Sustainability, Institutionalization, and Local Governance

Interview Purpose

The purpose of this interview is to understand the relevance and contribution of the GAP project from an institutional perspective and to explore the extent to which project-supported approaches, tools, and mechanisms have contributed to broader local governance processes.

The interview will also examine issues of institutional ownership, scalability, sustainability, and the potential contribution of the intervention to strengthening gender-responsive local governance.

Introductory Remarks

- Introduce the evaluation team.
- Explain the purpose of the evaluation.
- Confirm confidentiality and voluntary participation.
- Obtain consent to proceed.

Section 1. Context and Relevance

Discussion Questions

1. From your perspective, what are the main challenges affecting women's participation in local governance in Palestine?
2. To what extent did the GAP project respond to these challenges?
3. How relevant was the project's focus on municipalities as an entry point for strengthening women's political participation?

Section 2. Institutional Change

Discussion Questions

4. Were you aware of any project-supported tools, policies, mechanisms, or practices introduced within participating municipalities?
5. To what extent do these mechanisms align with broader local governance priorities and institutional frameworks?
6. Have you observed examples of municipalities adopting or applying approaches promoted through the project?

Section 3. Contribution to Local Governance

Discussion Questions

7. In your view, what contribution has the project made to local governance processes?
8. Has the project contributed to strengthening municipal responsiveness, participation, or accountability?
9. Have you observed any changes in how municipalities engage with women or community members?

Section 4. Sustainability and Institutionalization

Discussion Questions

10. To what extent do participating municipalities appear committed to sustaining project-supported approaches?
11. Which project outputs or mechanisms are most likely to continue?
12. What factors support sustainability?
13. What factors may limit sustainability?
14. Are there opportunities for scaling or replicating any elements of the intervention?

Section 5. Lessons and Future Directions

Discussion Questions

15. What lessons emerge from this intervention for future initiatives focusing on women's political participation and local governance?
16. Are there areas where the intervention could have gone further?
17. What recommendations would you make for future programming in this area?

ANNEX IX. PRIMARY QUALITATIVE CONSULTATIONS CONDUCTED

Consultation Overview

Primary qualitative fieldwork comprised 30 consultation sessions conducted between 27 June and 20 August 2026, with the date of one key informant interview not recorded in the supplied documentation.

Data-collection method	Number of sessions	Final recorded attendance
Focus group discussions	5	43
Key informant interviews	11	11
Individual interviews	13	13
Total	29	67

Note: The figures represent final recorded attendance across consultation sessions. They should not be interpreted as a deduplicated count of unique individuals because some participants may have contributed to more than one consultation.

2. Detailed Consultation Register

No.	Data-collection tool	Consultation group or institution	Date conducted	Final recorded attendance	Positions and profiles represented
1	FGD	Local elected members	27 June 2026	9	Current municipal council members and former mayors, including a former mayor serving as a current municipal council member.
2	FGD	Social Transformation Agents	27 June 2026	11	Current and former municipal council members; a former mayor; newly elected council members; members of the Elected Women's Network; a community-work coordinator; a community influencer; and a council member serving as deputy chairperson.
3	FGD	Network of Women Members of Local Authorities	28 June 2026	10	Current and former women members of local authorities and members of the project-supported Elected Women's Network.
4	KII	Jovesólides leadership	29 June 2026	1	Head of Jovesólides.
5	KII	Jovesólides project management	29 June 2026	1	Project Manager and Coordinator.
6	FGD	Community influencers and municipal employees	8 July 2026	8	Former municipal council member and community influencer; youth activists; youth-team coordinator and former municipal employee; municipal volunteer; municipal engineer and GAP coordinator; municipal employee and

						project participant; and other municipal and project participants.
7	KII	REFORM institutional representative	12 July 2026	1		REFORM representative; exact institutional position was not stated in the consultation record.
8	KII	Ministry of Women's Affairs	13 July 2026	1		Ministry representative; exact institutional title was not stated in the consultation record.
9	KII	Municipal Development and Lending Fund	14 July 2026	1		Social Expert.
10	IDI	Beit Furik Municipality	16 July 2026	1		Municipal Director and Programmes Coordinator.
11	IDI	Qatanna Municipality	16 July 2026	1		Municipal employee and project participant with an engineering background; formal institutional title was not specified in the consultation record.
12	IDI	Al-Ubeidiya Municipality	16 July 2026	1		Municipal Engineer; Director of the Projects and Public Relations Department; and GAP municipal coordinator.
13	KII	Benedetta Crimella	16 July 2026	1		ACPP representative.
14	KII	Marina Librado Delgado	20 August 2026	1		ACPP Middle East – Mashreq Project Manager
15	IDI	Attara Municipality	18 July 2026	1		Former municipal council member.
16	IDI	Beit Dajan Village Council	18 July 2026	1		Head of the Executive Department.
17	IDI	Tammun Municipality	19 July 2026	1		Former mayor.
18	KII	REFORM finance function	20 July 2026	1		Finance Officer.
19	KII	ACPP Palestine Team	20 July 2026	1		Project Officer, Palestine Team.
20	IDI	Beit Dajan Village Council	27 July 2026	1		Council member and deputy chairperson.
21	KII	REFORM project coordination	30 July 2026	1		Project Coordinator.
22	KII	REFORM senior management	30 July 2026	1		Director General.
23	FGD	REFORM project activists	6 August 2026	5		Community activist and municipal volunteer liaison; youth and community activist; municipal council member and former community activist; community activist; and

						community activist and project participant.
24	IDI	Beit Lid Municipality	6 August 2026	1		Former municipal council member.
25	IDI	Qaffin Municipality	8 August 2026	1		Municipal Director and project coordinator.
26	IDI	Kafr Al-Deek Local Council	8 August 2026	1		Municipal coordinator and community liaison.
27	IDI	Al-Ubeidiya Municipality	11 August 2026	1		Former municipal council member and community influencer.
28	KII	REFORM programme management	26 July 2026	1		Programme Director.
29	IDI	Farkha Local Council	29 July 2026	1		Former Mayor
		Total	27 June - 11 August 2026	67		

Annex Note on Confidentiality and Interpretation

The attendance figures in this Annex are the final verified session totals used by the evaluation. They are based on the fieldwork register, attendance information and consultation records and are not reduced according to the number of speakers individually identified in each transcript.

The Annex reports participants through their institutional roles and professional profiles. A separate confidential register may retain participant names and contact details where these were collected. That register should not form part of a publicly circulated version of the evaluation report unless identifiable disclosure is supported by documented consent and an appropriate data-sharing basis.

The 67 participants represent recorded attendance across the 29 consultation sessions. The total is not used as a unique-person denominator because some participants may have contributed to more than one consultation.