Final Evaluation Report

Gaza Risk Reduction and Mitigation (GRRAM)

Catholic Relief Services/Jerusalem, West Bank and Gaza

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Location: Gaza Strip
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1. Overview of the GRRAM project

Implementing agency: Catholic Relief Services (CRS)
Donor/Call for proposals: Humanitarian Innovation Fund (HIF)
Budget: Total £182,487; HIF £147,694; CRS £34,793

Country: Palestine (Gaza)
Project title: Gaza Risk Reduction and Mitigation (GRRAM)
Aim: Humanitarian assistance organizations have a viable model for designing and implementing DRR projects in complex humanitarian emergencies that occur in urban, conflict-prone areas with non-state actors.
Objective: Develop, implement, and diffuse "how-to" guide on DRR programming in urban, conflict-prone areas with non-state actors.
Intermediate results:
1. Develop DRR model for urban, conflict-prone areas with non-state actors.
2. Implement DRR model for urban, conflict-prone areas with non-state actors.
3. Diffuse DRR model for urban, conflict-prone areas with non-state actors.

Context:

- Urban: High population density with high dependency on services (e.g. water supply, electricity, etc.)
- Conflict: On-and-off hostilities targeted against armed groups (representing the de facto authorities) and seemingly against development of the Gaza strip. Embargo on many goods and very limited external movement of people possible. Conflict has, up to now, not resulted in high levels of criminality and loss of control by de facto authorities. Certain areas of Gaza are no-go areas where people run the risk of getting shot by Israeli forces. Certain areas suffer particularly from incursion of military forces and other hostilities.
- Governance: Functional de facto authorities provide services within the limits of what is possible. Services are often intermittent and, at times, of poor quality. The authorities linked to Hamas are not officially recognized internationally by most countries. Currently, there is a no-contact policy in place between most INGOs and the authorities.
- Logistics: Movement of people and goods within the Gaza strip is unrestricted; infrastructure and vehicles are in reasonable condition, fuel is available albeit scarce at times. Materials come in illegally from Egypt through tunnels, part of which enters Gaza on official terms. It is very difficult to obtain permission for people to exit Gaza to Israel, and there are also limitations on people's movement to Egypt. Despite the blockade, restricted materials (e.g. cement) seem to be readily available.
- Economy: Funds come into the Gaza strip through foreign governments and donors (UN, INGOs). There are also limited sources of revenue from trade. There is a high level of donor dependency. The economy is said to be improving but is very vulnerable to shocks. The basis for future development is under pressure with loss of aquifers and serious environmental degradation.
- Role of women in society: Due to restrictive cultural norms, women have fewer possibilities to play an active role in society than men.

Hazards: These were defined by the target "GRRAM groups". Mostly women comprised these groups – 10 groups, each with 20 members. In order of importance, these were identified as:

1. Unemployment
2. Shortage of electricity and water
3. Accumulation of solid waste
4. Car accidents
5. Military incursions
6. Family safety incidences
7. Poor conditions of children
8. Smoking
9. Chronic diseases
10. Lack of community awareness

These hazards, defined at the beginning of the project, were reiterated in the final evaluation by both GRRAM members and community stakeholders.

Natural hazards

Interestingly, neither in the initial assessment nor in the final evaluation was any natural hazards mentioned. Still, several natural hazards may affect Gaza, such as: earthquakes, flooding, droughts, and disease outbreaks.

Impact group: There are two impact groups for this project:

- Humanitarian assistance organizations implementing DRR projects in contexts combining urban setting, conflict and non-state actors representing the authorities (as defined by the aim)
- 204 women from urban areas in Gaza and their households (approx. 1,500 persons)

Target group: 204 women from urban areas in Gaza with their households (approx. 1,500 persons)

Location/Target communities: The project was implemented in the Gaza strip in 5 different zones, or geographic areas. In each zone, two groups were selected:

- North Gaza: Ezbeit Abid Rabu (East and West of the mosque areas)
- Gaza City: Shejaea (Alnazaz and Alkurba)
- Central Gaza: Al Bureij refugee camp (Block 1 and block 2)
- South-Central Gaza: Khanyounis/ Alfukhari (2 groups)
- South Gaza: Rafah (Ibin Tymea and Aljawazat)

Implementing partner: The Palestine Red Crescent Society (PRCS)

Organizational structure: CRS ensured the higher- and medium-level coordination and quality control of the project while the PRCS, as project implementer, assumed coordination at the community-level

Approach: Summary of the approach of the GRRAM project:

1. Prepare research methodology and M&E system
2. Selection of 5 project zones and project implementing partner
3. Training of CRS and partner staff
4. Selection and mobilization of 10 DRR groups of 20 women (2 groups per project zone)
5. Training of selected DRR groups on conducting a vulnerability capacity assessment (VCA) and project management

6. Development of risk reduction plans by the DRR groups
7. Implementation of risk reduction plans and exchange between the DRR groups
8. Consolidation and documentation of learning
9. The preparation of how-to guidelines on operating in urban, conflict-prone areas with non-state actors (this step was not completed due to the redirection of the project)
10. Wrap-up of the project

Other key elements of the GRRAM approach are the following:

- A 'risk reduction' angle was taken, i.e. risks in the community were interpreted broadly.
- It was the women of the DRR groups who determined the direction of the project.
- The project was developed in an iterative way, not in a predetermined approach.
- The project was about learning, with small community-based interventions to motivate stakeholders and to strengthen the learning from the project.
- The GRRAM project worked, out of necessity, outside the existing de facto authorities, which is unusual in urban areas.

Activities developed: See Annex 1.

Duration: The duration of the project was originally 12 months, but two no-cost extensions were obtained, extending the project to 17 months.

2. Purpose and primary audience of the evaluation

The purpose of this evaluation was to evaluate the GRRAM project against the project's key learning agenda, and based on this evaluation, come up with lessons learned from GRRAM that would feed into a potential follow-up project in Gaza, and in other interventions developed in contexts similar to Gaza.

Intended users of the results of this evaluation are CRS programming staff and the Humanitarian Innovation Fund (HIF).

3. Evaluation criteria

The evaluation criteria used was largely based on the criteria mentioned in the document 'Evaluating humanitarian action using the OECD-DAC criteria - An ALNAP guide for humanitarian agencies'[1] published by ALNAP. The evaluation criteria was:

- Relevance
- Sustainability[2]
- Coherence[3]
- Coverage
- Efficiency[4]
- Effectiveness
- Impact

[1] A link to this document can be found under http://www.alnap.org/resource/5253.aspx
[2] Based on the ALNAP guide 'Connectedness'
[3] Based on the *Hyogo Framework for Action (HFA)*
[4] While this was examined, it was not really possible to have a clear view on this.

Project performance and results against the evaluation criteria is detailed in the below sections of the report. For the GRRAM learning agenda please see Annex 3. The learning agenda was prepared at the beginning of the project to define the elements to be considered in implementing the project and was used to inform the design of the evaluation. Annex 4 shares the evaluation questions for each evaluation criteria.

3.1 Relevance

OECD-DAC: *'… the extent to which the aid activity is suited to priorities and policies of the target group, recipient, and donor'*[5]

GRRAM has the following stakeholders:

- Humanitarian Innovation Fund (HIF)
- Humanitarian assistance organizations working globally in contexts that combine urban and conflict elements, as well as non-state actors
- CRS Jerusalem, West Bank and Gaza Country Program
- Communities covered by the project
- Women participating in the project activities

Key question: To what extent does the project address needs/priorities of the stakeholders?

3.1.1 The Humanitarian Innovation Fund

The vision of the Humanitarian Innovation Fund (HIF) is: *'A humanitarian system that is capable of innovating and adapting to meet the needs of today and tomorrow'*

The purpose of HIF is: '*to support organizations and individuals to identify, nurture and share innovative and scalable solutions to the challenges facing effective humanitarian assistance'*

With increasing global urbanization and conflict still affecting many countries,[6] DRR programming in this particular context is very relevant. The level of urbanization is expected to continue to rise, and with current trends and increasing resource scarcity, conflicts are unlikely to end. In addition to this, Gaza stands out due to another element: the presence of non-state actors.

Thus creating guidance or lessons learned on how to approach DRR programming in this kind of context (urban, conflict-prone with non-state actors) would be relevant and provide added value and innovation to humanitarian actors.

Using clear work breakdown structures, a comprehensive M&E system, and sufficient documentation to report and disseminate project findings, the project approach developed was conducive to the learning agenda of GRRAM. However, results fell short of the project's objective as GRRAM was unable to produce a "how-to" guidance document. Also, lessons learned were in some cases generic and in others very project-specific, making them less relevant to a broader audience. Several elements would have benefited the project:

[5] From *DAC criteria for evaluating development assistance*

[6] According to the Department of Peace and Conflict Research from the Uppsala University, there were 27 Intrastate, 1 Interstate, and 9 Internationalized ongoing armed conflicts in 2011 (http://www.pcr.uu.se/)

- A longer time frame is necessary to go through the process of generating, applying, and consolidating knowledge. Innovation comes with trial-and-error which takes time. Ideally, such a project would span a minimum of three years.
- When prioritizing activities that will address community hazards and risks, distinguish between actions the communities can take on their own (with their existing resources) and those that require external resources to reinforce these. Mobilization of the entire community in this process is important as well as helping to build the capacity of the community to create linkages with relevant authorities and other community stakeholders that can help provide the resources to achieve their plans.
- More resources for implementing activities in the community would have potentially expanded the coverage and depth of the project and increased the buy-in of the community as a whole.
- More direct involvement of higher-level programming staff. GRRAM was, because of its set-up and objective, a high-maintenance project and the support necessary was initially possibly underestimated. While the project did receive ample attention, CRS staff in Gaza indicated that more supervision and support would have been beneficial.
- More continuous support of technical specialists. This could have taken the form of a regular exchange between the project team and the specialist(s). While the team received direct intensive support at the beginning of the project, it indicated that a stronger support throughout the project would have brought added value.

In conclusion, the aim of the GRRAM project and the process undertaken was relevant to HIF. The results of the GRRAM project seem to have fallen somewhat short of what HIF is trying to achieve, as no guidance document was produced and that the lessons learned did not significantly add to the body of knowledge in the nexus of urban/conflict/non-state actors. The project did produce some other lessons learned though that, if consolidated further and disseminated, could potentially add to the vision and purpose of HIF.

3.1.2 Global humanitarian assistance organizations

A tried-and-tested approach on how to do DRR in urban, conflict-prone areas where state authorities are non-existent would be an interesting resource for global humanitarian assistance organizations. Alternatively, a lessons learned document with innovative ideas and/or consolidation of existing good practices would also be very useful. However, the GRRAM project team felt that the experience was not sufficiently extensive enough to create an authoritative how-to guide for humanitarian actors wishing to implement a project of greater scale in Gaza or in a similar context.

The CRS team did produce a number of lessons learned from the project:[7]

<u>Community mobilization and participation:</u>

- Hold extensive community mobilization meetings prior to project launch
- Local stakeholder input into mobilization activities is essential for broad participation.

<u>Vulnerability Capacity Assessment (VCA):</u>

- Literacy and education levels in vulnerable urban settings vary widely, and mobilization materials must account for these variations.

[7] From 'Annex B: key lessons learned from GRRAM' from 'Draft proposal - CAFOD - Participatory Disaster Preparedness and Risk Mitigation'

- Frequent follow up during the information gathering and sharing stages is necessary
- There is great diversity in urban communities: differences in level of education, experience, background, availability, attitude, and affiliation will have to be considered in the roll-out of activities.
- Urban lifestyles perhaps reduce participant availability, making meetings and activities difficult to schedule. Project activities should be flexible to accommodate participants' busy lives.
- Leaving the house can be an issue for participants from more conservative families. The project needs to consider this in its implementation.

Disaster Risk Reduction (DRR) planning:

- Despite the presence of a de facto government, the vulnerability of peripheral communities was reinforced due to inadequate or absent municipal services.
- Key influencers in communities often have different priorities than more vulnerable community members; the second group focusing more on day-to-day risks while the first group looked more at less frequent, larger impact hazards.
- The limited financial possibilities that the GRRAM project offered to develop micro-projects in the communities did influence the participants' choice of activities.

The idea of the GRRAM project was to look at approaches that would be applicable to a context that combine urban, conflict and absent/isolated state actors. Very little of these lessons learned could specifically be linked to this type of context though. Most confirm existing 'good practices' (e.g. strong and frequent involvement of community) or elements that need to be considered when planning a project in general (e.g. context limitations can affect community participation, different stakeholders have different priorities and possibilities, stakeholders adapt demands to possibilities).

In addition to these lessons learned, others emerged from this evaluation, some of which affirm good practices. These are not all new or innovative, but are worth mentioning:

- A risk reduction approach, where risk in a wider sense is examined and not constrained by donor policy or agency preference, is a relevant approach that can result in a high level of buy-in of the community and in additional positive impact for the community that goes beyond reducing risk.
- The 'GRRAM approach' was characterized by pursuing close engagement of community, small-scale community-led interventions, and community capacity building while using a flexible approach throughout the project. This approach, developed within the context of the presence of non-state actors, can be relevant in the following conditions:
    a. Where the approach is used to create credibility and rapport. However, the risk of alienating authorities with this approach also needs to be considered.
    b. Where activities involve elements that can be managed at community level, and that are largely independent on outside elements; examples would be traffic safety or capacity on first aid.
    c. In latent conflict areas where the governing authorities have collapsed and where access to services are not yet obstructed.
    d. Where the context is very dynamic and changes are fundamental and rapid, and where it is not possible to work on services in a longer-term approach with stable external partners.

- The by-product of working on risk reduction often goes beyond reducing risk. In the GRRAM project, women empowerment was one of the main and very relevant outcomes.
- Projects need to include higher-level training for communities on how to deal with vulnerability, in general, including advocacy training.
- Even though natural disasters may be real (e.g. in Gaza the risk of earthquake), the focus of the community will usually be on immediate and strong needs. Risks that are not seen as a priority still have to be considered. Raising the awareness on these risks in the community may be necessary. If these risks are not covered directly in the project, the activities developed and the outcomes should at least be made resilient to these risks.
- Involvement of (officially or unofficially recognized) authorities where they exist, where they actively provide services to communities is important to maximize impact and gain some level of sustainability. This is especially true in urban areas – assuming that involving these don't pose a threat to communities. Where engaging the authorities is not a risk to communities but not permissible on the part of humanitarian organizations due to their de-facto status, such as the Gaza context, the communities themselves should be encouraged to identify linkages and means of advocating for necessary support.
- There were other needs which emerged in different sectors within the community. In urban areas, in general, these may not be obvious. In the Gaza communities, the unemployed youth with university degrees were mentioned as a specific group that needed attention. It is important to understand and consider the needs of different groups within a community.
- Community-based interventions focusing on the priorities of target groups can have a high level of buy-in.
- It is important to correctly determine the target group (i.e. who is directly involved in the project) and impact group (i.e. who benefits from the outcomes of the project). In GRRAM, they were largely the same, but it might have been better to split the two, given that the capacity and authority of the target group in the community was limited. The project could also probably have benefited from adding other target groups to the existing one (e.g. key community stakeholders).
- When working with partners who have a different approach to programming, hierarchy, monitoring, and different administrative processes, enough time and resources must be attributed to streamlining the approaches of the different partners; this may involve making concessions to policy and 'normal' procedures.

The GRRAM project was unable to produce a guidance document on DRR programming in urban, conflict-prone setting with non-state actor, but it came up with some relevant lessons learned, and a confirmation of existing good practices.

3.1.3 CRS Jerusalem, West Bank and Gaza Country Program

The relevance of GRRAM to CRS Jerusalem, West Bank and Gaza Country Program is the trial/testing of a new programming approach, a new domain of intervention (DRR) and how it might fit into the Gaza context, and how it could document and learn from the process. Working together with PRCS as a partner was also new. This collaboration merits some attention: PRCS is experienced in DRR programming in Gaza and was the implementer of project activities at the community level. Building on the PRCS experience brought benefits as well as certain limitations. Through discussions with each of CRS and PRCS teams, it was

clear that there was a difference in approaches to hierarchy and communication between the two. PRCS is very hierarchical and communication is restrained. In the communities, there was a division of tasks between CRS and the PRCS. Obtaining information from PRCS depended largely on the PRCS supervisor, which placed some restrictions on the flow of information between CRS and PRCS. While collaboration with and the attitude of PRCS field officers was positive from the perspective of CRS, the attitude of the PRCS supervisor was perceived more critically. (Communication gaps between the PRCS supervisor and CRS may have resulted in lost opportunities for constructive learning).

3.1.4 Target communities

The involvement of the broader community beyond GRRAM target beneficiaries and households has been minimal and the evaluation showed that the impact of the project on the broader community was limited. Some activities (e.g. internal awareness-raising on adequate water use in Al Kurba community) were replicated in the community (see annex 1), but this was limited.

The feedback from the focus group discussions (FGD) and interviews was that the project should have done more for the community, and should have included other stakeholders (e.g. men, children) in the activities. There was recognition of the project's value for the women involved, but this was combined with disappointment in what was achieved for the community. It seems safe to say that the GRRAM project has not been very relevant for the wider community beyond the women included in the activities.

3.1.5 Women included in the GRRAM project and their households

Most stakeholders included in the FGD and interviews agreed that priorities for the women had been met to some extent, but all agreed that not enough had been done. Several stakeholders also mentioned that, while the projects did address needs, the limited budget available for these meant that these were not addressing the primary priorities as identified by the stakeholders.

Overall, GRRAM seems to have been relevant for the women participants, and to a lesser extent, their households. The relevance as to reducing the vulnerability of the women and their households may not have been as important as the empowerment and perceived capacity of women to address the issues they were facing.

Recommendations on relevance for follow-up project:

- Take a programmatic approach to learning
- Allocate time and resources to learning
- Choose partners with care so that experience, added value, and approaches are complementary, provide synergy, and facilitate communication
- Ensure enough time and resources are available for building trust and streamlining approaches and processes between partners
- Adopt a wider risk reduction approach
- For the Gaza context, encourage beneficiary communities to find appropriate channels of communication with local authorities to advocate for their support
- Ensure there is enough technical and organizational support to consolidate learning
- Have enough resources available to make a significant change in the community
- Properly select target group(s) and impact group, and work with these to maximize impact
- Strengthen and consolidate the lessons learned from GRRAM and combine these with experiences from elsewhere both internally and externally

3.2 Sustainability

DAC: *'… measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable'*[8].

Sustainability for a project like GRRAM must include several criteria:

- Social/cultural
- Financial/economic
- Organizational
- Physical/technical
- Environmental

The potential harm done by the project will also be assessed.

3.2.1 Sustainability of the GRRAM project

The GRRAM project developed a number of small-scale interventions mainly involving training and distribution of basic materials (e.g. first aid kits). The impact of the initiatives mostly benefited the households of the women involved.

At household level, and for the women involved, there were two levels of proported impact that should be evaluated:

1. The reduction of household vulnerability with regard to specific hazards
2. The 'empowerment' of women involved in the project

Key question(s):

- Is it likely that the added value brought by specific activities of the GRRAM project will be sustainable?
- Has GRRAM caused any harm to the women involved in the project, their households, or the community?

[8] From 'DAC criteria for evaluating development assistance'

In the FGD and interviews, despite specifically looking for elements of sustainability, very few elements indicated that there was any sustainability through the outputs achieved.

The small interventions had some effect on the vulnerability of the households of women who were involved in the project. Several mentioned the use of the first aid skills they had acquired, and the provision of water tanks to households improved water availability to some extent. Besides the knowledge gained, it is unlikely that the effects will be very sustainable as the changes with regard to household vulnerability were small, and would be lost when materials will be depleted or go through wear and tear.

In the evaluation, both men and women mentioned that a possible follow-up project should also target men. Many stakeholders also mentioned that the role of key stakeholders of the community in the project was limited, and should have been larger. Involving the wider community and key stakeholders in the project would have increased acceptance of the project and the impact it could achieve. However, this might also have introduced some risks, e.g. the risk that key stakeholders or men would try to monopolize elements, especially where physical resources were involved.

The aim of the project was not to achieve sustainable changes in society, however, but to develop an approach. So looking at the sustainability of the reduction of vulnerability was possibly not that relevant. Whether the reported improved self-assuredness of women will be longer-lived is unclear. It probably depends on opportunities to build further upon what was acquired.

Some GRRAM activities were replicated beyond the project timeline in the wider community but only anecdotal information on these independent activities were available. Some groups were replicating trainings in the larger community, e.g. a first aid training given to 50+ women through the mosque. Others were informal and occurred through meetings with neighbors. This information was purely anecdotal and difficult to assess in terms of quality and impact. Several groups mentioned that they were still meeting after GRRAM was concluded. However, these were more social gatherings than activities linked to processes started through GRRAM.

There were no indications that any harm was done in the GRRAM project. On the contrary, stakeholders only mentioned positive changes. Looking at the activities and the type and scale of the interventions, it is unlikely that the project has had significant negative impact with regard to financial, economic, physical, technical or environmental elements. While questions were asked in focus group discussions and interviews on negative elements and what could be improved, none of the answers pointed toward any instances of harm created.

Recommendations on sustainability for follow-up project:

- Initiatives in the community should have an impact, and this impact should be meaningful for the community.
- The project should work with women as target group and beneficiaries but also with men and children. Other groups that might be included include the elderly and the disabled.
- Key local stakeholders should be involved more actively in the development and implementation of the project

3.3 Coherence to the Hyogo Framework for Action (HFA)

ALNAP: *'The need to assess security, developmental, trade and military policies as well as humanitarian policies, to ensure that there is consistency and, in particular, that all policies take into account humanitarian and human-rights considerations'*[9]

In this evaluation, only the coherence with regard to the Hyogo Framework for Action (HFA) will be examined. This element will be approached in the form of a discussion based on the priorities for action as mentioned in the HFA. These priorities are to:

- Ensure that Disaster Risk Reduction (DRR) is a national and a local priority with a strong institutional basis for implementation.
- Identify, assess, and monitor disaster risks and enhance early warning.
- Use knowledge, innovation, and education to build a culture of safety and resilience at all levels.
- Reduce the underlying risk factors
- Strengthen disaster preparedness for effective response at all levels

These priorities will be covered through a brief discussion. Before this is presented, it should be clear that the aim of GRRAM was to innovate, learn, and disseminate, and not to develop a comprehensive DRR intervention. For a potential follow-up project, it would be interesting to review it against these priorities and see whether more elements could be covered in the intervention. The HFA is a very useful checklist to assess whether a DRR intervention has taken a holistic approach to addressing disaster risk.

3.3.1 DRR is a national and local priority with strong institutional basis

This is about involvement of authorities at all levels, the integration of disaster risk reduction and resilience in policies, an allocation of resources (human and budget) to DRR, building capacity, and involvement of the community. CRS and other international aid agencies cannot work directly with Gazan authorities given their de-facto status. In terms of policy, GRRAM has no significant contribution yet. Lessons learned from the project will possibly lead to this, but it was still too early to see these appear at the time of the evaluation.

There was a high level of community involvement in GRRAM – one of the key strengths of the project. However, it focused on the 'bottom' of the community, and largely excluded the 'top' of the community, that is, men and key local stakeholders. The project could have benefited from a deeper involvement of other community members – as indicated in the feedback which emerged from the FGD and interviews.

3.3.2 Identify, assess and monitor disaster risk and enhance early warning

The GRRAM project identified and assessed disaster risk and went beyond this by looking at 'risk' in a more holistic way. It did not, however, monitor disaster risk in a systematic way throughout the project nor did it work on early warning systems.

3.3.3 Knowledge, innovation and education to build culture of resilience

The set-up of the GRRAM project was very strongly focused on these priorities: improving the understanding of conducting DRR interventions in a specific context where urban setting, conflict, and non-state actors are combined; generating knowledge and learning; and

[9] From 'Evaluating humanitarian action using the OECD-DAC criteria - An ALNAP guide for humanitarian agencies'

diffusing this understanding at different levels. While the GRRAM project was not able to do all of these, it could potentially contribute to these.

3.3.4 Reduce underlying risk factors

The GRRAM project did not and could not conceivably address any of the underlying risk factors (e.g. conflict with blockade, lack of sustainable employment opportunities, good governance) that result in vulnerability of communities in Gaza as it worked at the level of coping mechanisms of the community (e.g. increase capacity for first aid, increase water storage at household level).

3.3.5 Strengthen disaster preparedness for response at all levels

Building the capacity of the community through first aid training and psychological support does add to disaster preparedness. However, the project did not specifically work on disaster preparedness, in general, in a more systematic way.

Recommendations on coherence of the HFA for follow-up project:

- Assess how lessons learned could be integrated into CRS strategy documents (both DRR and other domains) that apply to Gaza (e.g. on gender)
- The community-based approach should be maintained in a follow-up project, but the involvement of other community stakeholders should be increased
- Risk should be monitored throughout the project, and the project should adapt to changes
- Take the strong elements of the GRRAM project, combine them with additional good practices, and test the approach in other contexts that have similar conditions
- Review the proposal of a follow-up project against the priorities of the HFA
- Do review the priorities of the community against the possibility to work in a more systematic way on vulnerability to build on potential synergies with other domains (e.g. gender, WASH)

3.4 Coverage

ALNAP: *'The need to reach major population groups facing life-threatening suffering wherever they are'*[10]

Under this heading it will be assessed whether:

- The 'most-in-need' were reached with the project.
- Did the project cover enough persons in the target community?

3.4.1 Were the 'most-in-need' reached?

The question on whether the 'most-in-need' were reached is not that easy to answer. The time available for the evaluation did not allow for visiting other communities. Due to cultural restrictions, some communities could not be visited without prior notice and consent. Meanwhile, several communities, especially in the north and Gaza city, actually looked quite developed without abject levels of poverty. In the south, especially in the refugee camps, conditions were much worse with much higher population densities and poorer general living conditions.

[10] From 'Evaluating humanitarian action using the OECD-DAC criteria - An ALNAP guide for humanitarian agencies'

Going beyond direct observations, the situation for the households visited were worse than they appeared, as families bought or built their houses at a time when it was still possible to earn a living in Israel. With the closing of the border, the families lost their source of income, and many of the men seemed to have been unemployed for many years. What was also not directly observable was the effect of military incursions and other political issues linked to these.

The criteria used for selection[11] was adequate for selecting the more vulnerable populations. Several stakeholders who were not directly benefitting from the project did confirm that the most vulnerable of the community were included in the project. In terms of process, communities were sensitized to the selection criteria and then invited to apply to participate in the project. Once groups were formed, consisting of women matching said criteria, the groups were allowed to select HHs that did not meet the vulnerability criteria but who would be valued as trusted members to participate. This was deemed permissible as long as the majority of the other HHs in the group met the criteria. In the evaluation, stakeholders mentioned that certain areas that had low levels of vulnerability were initially selected, but that after a discussion between community and facilitators, more vulnerable (poorer) areas were selected.

3.4.2 Did the project reach enough beneficiaries within each community?

The impact group of the project was 204 women directly involved in the activities and their households (average HH size is 7.5 persons). So the total number of beneficiaries was approximately 1,500 persons. Considering the needs in the Gaza strip, this was not very significant. Also, considering the impact the project has had on these beneficiaries, the coverage of GRRAM was not very high. In many instances during the FGDs and interviews participants mentioned that they would have liked others in the community to be involved and that the coverage should have been larger. However, it should be noted that GRRAM was an innovation and learning project, and as such, coverage was not the primary goal. The GRRAM project did include different types of contexts in Gaza.

Recommendations on coverage for follow-up project:

- Use a similar process of selecting impact group, using a rigorous criteria-based approach, combined with selection by members from the community based on specific criteria.
- Ensure the benefits of the project cover a larger proportion of the community.

3.5 Efficiency

DAC: *'… measures the outputs - qualitative and quantitative - as a result of inputs. It is an economic term which signifies that the aid uses the least costly resources possible to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted'*[12]

Key question(s):

- How do cost versus outputs compare against similar initiatives in Gaza; if they are different, why could there be this difference?

[11] Selection criteria included: (1) age (must be 18 years of age or older); (2) the number of vulnerable members within their family (i.e. children under the age of 10, widowed, disabled and elderly); (3) the family dependency ratio (number of family members to number of income earners).

[12] From 'DAC criteria for evaluating development assistance'

Several specific questions were identified to be able to look at efficiency. However, no cost information from other DRR projects in Gaza was obtained, so it was not possible to compare efficiencies between projects. Even if data had been available, it would be difficult to compare the efficiency of the GRRAM project due to the nature of the project as a pilot for innovation.

The costs per beneficiary for GRRAM (without looking at the added value for CRS as an organization) was around £182,487/ 1,500 beneficiaries = around £122/ beneficiary.

Recommendations on efficiency for follow-up project:
- Review the target and impact group to increase efficiency

3.6 Effectiveness

DAC: *'… the extent to which an aid activity attains its objectives'*[13]

Key questions:
- Are objectives being achieved (and up to what point)?
- What factors have led to achieving them or what has prevented these from being achieved?
- Have the activities in the community been effective in reducing vulnerability?

The objective of the GRRAM project was: ***'Develop, implement, and diffuse 'How-To-Guide on DRR Programming in Urban, Conflict-Prone Areas with Non-State Actors'***[14].

The GRRAM project was not able develop a how-to guide. It became clear to the project team that the experience and learning generated needed further development and strengthening before it could be turned into guidance. The team went through a documented learning and consolidation process that led to the generation of a number of lessons learned (see section 4.1.2). It is the process that led to the generation of the lessons learned that will be looked at here.

Within this process of learning, some small-scale, community-based risk reduction initiatives were developed. The effectiveness of these initiatives will also be examined.

3.6.1 Effectiveness as a learning project

The design of the project was conducive to a learning initiative. Capacity on DRR in the CRS team was built at the start of the project. Comprehensive support materials such as the operation manual and the M&E binder were developed. Meetings were conducted to strengthen the learning from the project. In general, the activities planned were all implemented. However, delays (caused by slow follow-up of PRCS in setting up the partnership, availability of the community) did have an effect on implementation, which made implementation less effective.

[13] From 'DAC criteria for evaluating development assistance'
[14] From 'Humanitarian Innovation Fund - Large Grant Application'

The feedback from FGDs and interviews from different stakeholders on implementation was generally positive. Trainings were interesting and well–executed. Facilitators were said to be good communicators. Participants learned new and relevant information that they had benefited from, e.g. first aid application, analyzing information, social skills, and better management of water and electricity resources.

There was also criticism around some aspects of GRRAM implementation:

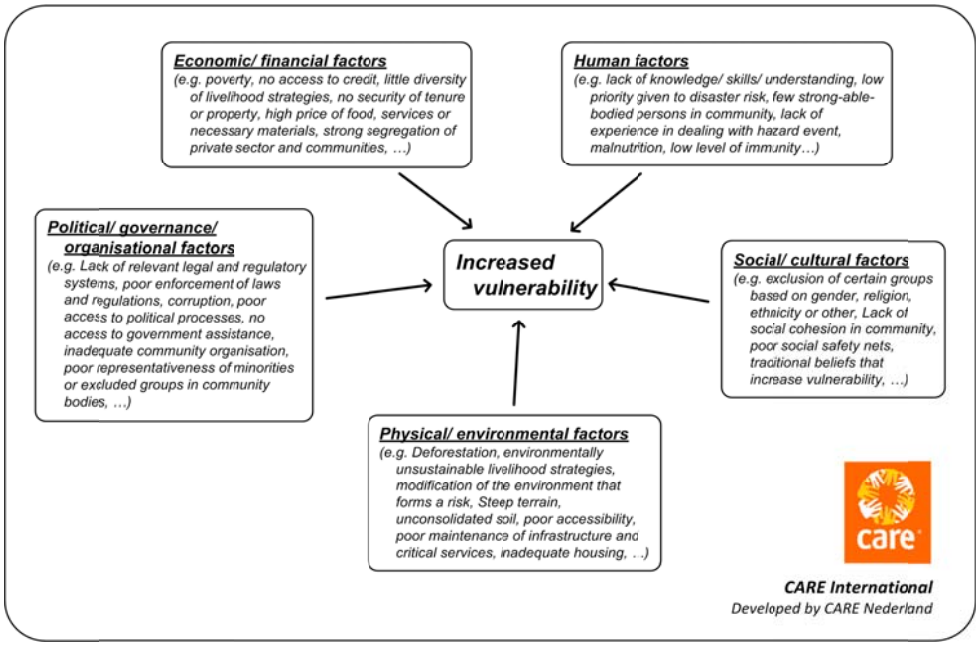
- Trainings were not inclusive enough with regard to stakeholders other than vulnerable women.
- Information on the budget for the micro-projects was not directly available to beneficiaries.
- There was disappointment in the community with the scale of the micro-projects.
- Too much information was included in the trainings.
- Trainings were too long (two hours was considered better than three).
- The project resulted in extra work for women who were already stretched with household responsibilities.
- There were long gaps between different training sessions (although, in one stance, trainings were held on four consecutive days, and this was considered too intensive)
- Stakeholders mentioned that elderly women were included in the training who wouldn't be able to apply what they had learned (e.g. giving first aid) due to limited physical capacity. Others indicated that this was a key strength of GRRAM as it introduced diversified experience in the group.
- There was too much diversity in education levels within the groups, while others indicated that this was a strength.

In general, effectiveness of the GRRAM project seems to have been acceptable, but in addition to addressing the issues stakeholders mentioned above, several elements could have made the project stronger as a learning initiative:

- More collaboration with actors outside Gaza who work in contexts that combine urban setting, conflict, and non-state actors.
- A stronger involvement of CRS staff in community-based implementation so that more community-level experience in the approach would have been gained.
- Greater engagement of key stakeholders and other members of the community in the learning process.
- A more open exchange of information between PRCS and CRS.
- More exchange with other actors who were developing DRR interventions in Gaza, or who could provide input in reviewing/developing an approach that could work in an urban/conflict/non-state actor context.

3.6.2 Effectiveness in reducing vulnerability

Vulnerability consists of different elements. Figure 1 presents an overview of these:



To reduce vulnerability of a community or individuals, all of these elements need to be inspected, and where necessary and feasible, addressed.

At the community level, the GRRAM project consisted of a capacity building trajectory (training in VCA and project management); projects that covered capacity building (e.g. first aid, psychosocial support to children); and physical elements (e.g. provision of water reservoirs, waste bins, first aid kits). The project design/approach and target beneficiary group also affected social/cultural vulnerability by reaching the most vulnerable, who may not have otherwise been included or heard of the project because of their status.

There are also a number of elements that hindered effectiveness in reducing vulnerability:

- Political/governance/organizational and economic/financial factors were not adequately addressed in the project.
- GRRAM focused on women and their households, not on reducing the vulnerability of the community at large.
- In terms of services (e.g. water supply, solid waste management), GRRAM only provided materials at household level (and to some extent community-level). There was no approach that addressed the greater infrastructural needs for DRR.
- The projects developed were limited in scope, thereby limiting the potential they had on reducing vulnerability more broadly.
- This would have depended on opportunities that presented themselves, but if there were areas where other projects were developed, the overall effectiveness could have been increased by working on mutual reinforcement of projects.

In general, the feedback from FGDs and interviews indicate that the vulnerability of women (and their households) were reduced to some extent, although more important priorities (i.e. job opportunities) were not addressed. Within the scope of the project, this was not possible.

Stakeholders were generally positive on the project's achievements, yet disappointed by the limited scope and impact of the project.

Recommendations on effectiveness for follow-up project:

- More collaboration with relevant programming stakeholders inside and outside of Gaza to strengthen lessons learned.
- Involve persons who can assist project staff to conduct joint analysis/brainstorming and to consolidate lessons-learned.
- Adapt the intensity and planning of trainings to expectations and ability of participants.
- Adapt the composition of participants so that education levels are similar in groups.
- Look at vulnerability in a holistic way, including political and financial elements (see Figure 1).
- In centralized services, assess and work with complete chains from production to consumption/final discharge.
- Try to combine with other initiatives so as to build upon potential synergies.

3.7 Impact

DAC: *'The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended'*[15]

Key question(s):

- What changes, positive and negative, did the project bring?

Impact will be assessed from the perspective of the CRS Jerusalem, West Bank and Gaza country program, the target community, and the vulnerable women directly involved in the project.

3.7.1 The impact for CRS Jerusalem, West Bank and Gaza country program

The GRRAM project was not a typical programming intervention for CRS in Gaza. It was more flexible and explored the domain of DRR and risk in general. Several lessons learned and consolidation of good practices came out of the GRRAM project, and this will create opportunities to improve programming for CRS.

3.7.2 The impact for the target community

The impact for the target community has been limited. The activities and their benefits were specifically focused on the women involved in the project and their households. See also elsewhere in this report for more information.

3.7.3 The impact for the women involved in the project

In the FGD and interviews, it was mentioned that information learned was put to practice. This included providing first aid (examples given were broken bone, burns), child-rearing, and setting up small businesses (and some persons had actually started small initiatives; e.g. one woman had started selling clothes). It was also mentioned that the GRRAM project had increased their awareness of and ability to cope with risks. However, the reduction of vulnerability among targeted women and their households was limited.

[15] From 'DAC criteria for evaluating development assistance'

The main impact of the GRRAM project seems to have been the empowerment of women. The project gave women the possibility to get out of the house and to develop civic activities on their own. All stakeholders involved in the evaluation considered this to be positive, including husbands and key stakeholders in the communities.

Recommendations on impact for follow-up project:

- Organize reflection sessions for CRS to exchange lessons learned from GRRAM and assess whether it is appropriate to integrate these lessons more systematically into programming.
- Aim to achieve an impact for the wider community.
- Explore the potential for empowerment of vulnerable groups and build on experience gained in the GRRAM project and strengthen these elements in a follow-up project.

4. Discussion and conclusion

4.1 On working with partners and authorities

Disaster risk is complicated; it includes many interacting elements and is complex, as these interactions and elements are often not well known or understood. Disaster risk is a function of hazards and the vulnerability and capacities of persons, households, communities and society to these hazards. Figure 1 shows different elements of vulnerability with examples. The more complex a context is, the more difficult it becomes to understand vulnerability. Reducing vulnerability means working on different elements and involving building awareness and capacity at different levels. Physical changes to the human environment and services society depends upon will also be needed; and organizations will have to be strengthened. The more it is possible to address the underlying causes of vulnerability, and interlock with (positive) development of society, the more disaster risk will be reduced.

Urban areas are very dependent on critical services like water supply, sanitation systems, electricity supply, and road and transport systems. The weakness of these services are directly linked to the vulnerabilities of urban communities. These critical services are chain systems, and a large part of the chain will normally be in the hands of authorities or private sector.

One organization, or the community itself, cannot incorporate all the knowledge, skills, and authority to understand and address the issue of disaster risk. In practice, and especially in a complex urban context, it will be essential to actively incorporate other organizations that can bring added value. Linkages with authorities should be considered and encouraged, where possible, in order to increase the success in DRR interventions in urban contexts.

4.2 The role of DRR in Gaza programming

In general, there are three approaches to DRR. Where disaster risk is considered to be high (i.e. potential impact and probability of a hazard event occurring is high), it is justified to develop explicit DRR interventions that specifically try to increase the resilience of society towards hazards. Where the risk is medium, DRR would have to be integrated into programming with the intervention addressing issues other than vulnerability towards hazards, but integrates measures that will make the intervention and its outputs, outcomes, and impact more resilient toward hazards. A typical example would be in a public health project that increases water access and quality by installing raised hand pumps in areas at risk

of flooding. Where risk is considered to be low, disaster risk can be ignored in the activities of projects. It is important to note that in all cases disaster risk needs to be monitored to detect changes.

In Gaza, the risk of natural disasters is definitely present. Based on the 'WHO e-atlas of disaster risk for the Eastern Mediterranean Region'[16] the following levels of hazard risks are given:

- Earthquakes: Medium risk. An earthquake would be particularly problematic in urban areas with high population density set within a layout of crowded multi-story structures and poor access.
- Flooding: Medium to high risk.
- Storm: Low to medium risk.
- Heat wave: Low to medium risk.
- Landslide: Very low to low risk.

Other natural hazards that present risks would be droughts, epidemics (e.g. fecal-oral infections (probably localized), and fires (also very localized). While not researched in-depth, disaster risk definitely is an issue in Gaza, and it should not be ignored in programming. Over time, with population increase and climate change, it is expected that hazards will become more significant and vulnerability to these will increase.

On the other hand, the participants did not consider natural hazards to be a main issue, not in the initial assessments nor in the focus group discussions and interviews held for the evaluation. The only standard hazard that was mentioned several times, but not identified as a main issue, was fire caused by inadequate use of candles.

Hazards mentioned in focus group discussions and interviews were in order of importance[17]:

	Priority I	*Priority II*	*Priority III*
Abbed Rabo West of the mosque area	*Unemployment and poverty (16/16)*	*Electricity cuts (10/16)*	*Invasion and war (6/16)*
Gaza- Alnazaz	*Electricity cuts (13/13)*	*Unemployment and poverty (12/13)*	*Invasion and war (9/13)*
Khanyounis	*Invasion and war (9/13)*	*Unemployment and poverty (7/13)*	*Population congestion (7/13)*
Middle area	*Electricity cuts (6/6)*	*Unemployment and poverty (5/6)*	*Lack of health services (3/6)*
Rafah	*Unemployment and poverty (9/9)*	*Electricity cuts (9/9)*	*Polluted water (6/9)**

* Accidents (home & traffic) also had 6 out of 9 responses.

This is similar to what was found in the initial assessment.

These answers do give an indication of where the priorities of the people are, and programming should focus on addressing these elements of poverty, unemployment, consequences of conflict, etc. DRR would have to be integrated into these initiatives to

[16] See http://www.who-eatlas.org/eastern-mediterranean/countries/west-bank-gaza-strip/west-bank-gaza-strip-hazard.html

[17] From document: '20130311 Priority hazards FGD.

ensure that there is a good level of resilience in the outputs, outcomes and impact of the projects against natural hazard events.

This said, it was not inappropriate to develop a DRR project in Gaza, and the way it was developed (taking a wider risk approach) was adequate considering the context.

Recommendations:

- Take a wide risk reduction approach, working with hazards the community identifies as important
- Avoid developing explicit DRR interventions, but integrate elements of DRR into programming, ensuring that the risks of natural hazard events are considered, and resilience to these are incorporated as well

4.3 Conclusion

The GRRAM project did take on a challenging task but gave itself little time to achieve it. In hindsight, considering that this project was more about learning and innovation than reducing vulnerability in communities, per se, some criteria may be less relevant to this evaluation (e.g. coherence to HAF, sustainability).

Some elements in the project were challenging because of external factors such as donor policy requirements that could not be changed which led to the exclusion of authorities in a complex context of urban conflict-affected communities. Other challenges included limited time frame of project implementation due to delay in reaching an agreement with the implementing partner. Other elements that could have been integrated to improve GRRAM's approach would be more collaboration with other stakeholders working in similar contexts and Gaza itself, and more reflection opportunities with stakeholders external to the project. While there have been challenges overall, the GRRAM project has produced some interesting and relevant lessons learned and also confirmed some existing good practices. The flexible risk reduction approach and strong engagement of the communities in implementing and steering the project were strong points that need to be explored further in Gaza. The GRRAM approach also presents an idea that can be suggested to donors as opportunities for flexible DRR programming are often limited.

The lessons learned are largely generic or very project-specific and are therefore not unique to urban/conflict/non-state actor contexts. These lessons learned need to be consolidated further, strengthened, and built into future programming. They also need to be compared to lessons learned from similar initiatives in other contexts.

Would it be possible to design a generic DRR good practice approach that will fit in this type of context? As said earlier, only under very specific conditions would it be possible to use an approach that is independent of governing authorities and still yield high-quality programming. Another challenge would be that every context is different. In Gaza, there are functional de facto authorities, which do maintain, for better or for worse, rather complicated service systems. Links to them cannot be made because of donor policy restrictions. There may be other reasons why it is not possible to work with these authorities (e.g. collapse of the state, isolation/deep distrust of the state by community, etc.). The reasons why there are no functional authorities will have other implications on programming possibilities and on the complexity of the context. Programming needs to adapt to these complexities and will have to be very specific. While it would probably be possible to develop a number of higher-level

principles of programming in these kinds of conditions, it is questionable whether it would be possible to come up with a generic DRR approach that would always fit. Perhaps this is the key lesson learned from the GRRAM project: it is very challenging to design a generic DRR approach within a context that combines urban setting, conflict, and non-state actors.

Annex 1: Activities per community

All of the women involved in the project attended a VCA training of 6 days (3 hours each). Principles of conducting a VCA were explained and women participants used this knowledge to apply in their respective communities. The women also received training on project management. They then designed their own project proposals and implemented these after approval.

The small projects developed by each community are described below:

Ezbeit Abid Rabu

Abbed Rabo East of the mosque area:

- *2 Sessions of awareness training on the importance of hygiene and solid waste management for 25 women*
- *Provision of 50 plastic containers for household level waste collection and storage*
- *Provision of 100 seedlings to beautify the area*

Abbed Rabo West of the mosque area:

- *Training on first aid for 17 women (15 hours)*
- *Training about safety principles for 17 women (9 hours)*
- *Provision of 17 first aid bags*
- *Provision of 10 rechargeable lamps*

Gaza Al-Shejaeaa

Alnazaz:

- *T raining on first aid for 22 women (15 hours)*
- *Provision of 30 first aid bags*
- *Provision of 22 manuals on first aid*

Al kurba:

- *Awareness trainings on water usage for 22 women*
- *Replication through awareness workshops for 50 external women*
- *Provision of 22 1000-litre water reservoirs for targeted households*

Al Bureij refugee camp

Block 1:

- *Training on first aid for 20 women (4 days x 3 hours)*
- *Training disaster management for 20 women (4 days x 3 hours)*
- *Training on psychological support for 20 women (2 days x 3 hours)*
- *Provision of 20 first aid kits*
- *Provision of 20 toys for psychological support*

Block 2:

- *Training on first aid for 20 women (4 days x 3 hours)*
- *Training disaster management for 20 women (4 days x 3 hours)*
- *Provision of 20 first aid kits*
- *Provision of 20 pressure machines*

Khanyounis/ Alfukhari

Group I:

- *Training on street safety and the role of the family on proper child rearing for 20 women (4 days x 3 hours)*

- *Training on techniques to enhance the environment for children for 40 women (4 days x 3 hours)*
- *Demos on hazard training for 60 women*
- *Putting in practice psychological support for 60 children*

Group II:

- *Awareness-raising on violence against children in two workshops for 20 women*
- *Skills training for 20 women*
- *Awareness campaigns on violence against children through field visits to families*
- *Putting in practice psychological support for children subjected to violence*

Rafah

Ibin Tymea and Aljawazat (separate groups, but combined here):

- *5 Workshops on raising the awareness on solid waste management for 40 women*
- *Provision of 35 plastic containers for household level waste collection and storage*
- *Provision of 100 plastic bags for waste collection*
- *Community awareness campaign on solid waste management*
- *One-day voluntary activity to clean the neighborhood*

Annex 2: Methodology of the evaluation

The evaluation looked at a number of criteria (see section 3 in the document) related to GRRAM's learning agenda, and designed questions used to evaluate these criteria.[18].

Several qualitative tools were used to obtain answers to these questions. These were:

- Study of secondary sources
- Focus group discussions
- Group interviews
- Key stakeholder interviews
- Direct observation

Some elements that may have introduced bias in the evaluation:

- Community participants were hoping for a follow-up project. This anticipation may have introduced a bias toward giving more positive feedback on GRRAM in the hope of being included in the next project.
- In some groups, the evaluator was perceived as a donor. While this was clarified, some groups may not have understood the role of the evaluator.
- CRS staff involved in the project was present as translators and occasionally assumed secondary facilitator roles. This may have prevented GRRAM participants from being more critical of the project's achievements in front of project staff.
- In a traditional culture, the presence of a male evaluator may have introduced a bias toward certain participants being more reticent to come forward.
- Households were not randomly selected for field visits. Instead, households were selected by women involved in the project (this was necessary considering cultural sensitivity). These persons were probably closer to the GRRAM participants than random households.
- All discussions had to be translated as the evaluator didn't speak Arabic. Some meaning and information may have been lost in translation.

While there may have been some bias, feedback coming from different stakeholders and from different communities was very similar, and negative points were both mentioned in the discussions and translated directly. Translation and write-up of the discussion were done by different persons, and these were virtually the same. The CRS team was clearly trying to review the project so as to draw lessons learned, and there was an external CRS program quality staff present at all the meetings. The potential bias introduced by the points mentioned above was probably limited.

Some limitations to the evaluation:

- There was rarely enough time and contact to go in-depth. This was partially linked to the many evaluation criteria that needed to be looked at.
- It was culturally not acceptable to visit random households or to walk through communities.
- There was no contact allowed with the authorities.

[18] For an overview of these questions, readers are referred to the file '20130220 Overview evaluation questions'

Annex 3: GRRAM learning agenda

Key to the producing the DRR Guide is the Learning Agenda which will inform the M&E system and will also "go beyond" traditional usages of M&E of measuring progress to asking "meta" questions that will help formulate a model that can be more universally used in 1) urban areas, 2) affected by conflict and 3) controlled by non-state actors. During the development of the proposal, CRS approached several key stakeholders, including OCHA, WPF, ICRC, GANSO, and ESSEC, and Al Azhar University. These stakeholders were asked what questions they would like to have the project answer in order for them to design and implement relevant DRR, emergency response and early recovery projects in the Gaza context. These questions were then further consolidated and refined to a draft Learning Agenda that will be shared with these key stakeholders (Action 1.1: Convene observers, ELRHA, and ALNAP) to be reviewed and potentially further refined. The draft Learning Agenda includes:

1. Effectiveness:

1.1. GRRAM Project Effectiveness:

1.1.1. To what scale can GRRAM innovation improve the effectiveness of the humanitarian work in the:

1.1.1.1. Urban areas?

1.1.1.2. Conflict areas?

1.1.1.3. Areas under the control of non-state actors?

1.2. GRRAM Implementation Effectiveness:

1.2.1. What are the types and priority level of hazards households (HH) in urban conflict-zones identified in the Vulnerability and Capacity Assessments?

1.2.2. What strategies do HH employ to mitigate these hazards?

1.2.3. What strategies do HH identify that they could use to better mitigate these hazards?

1.2.4. Which strategies did HH identify as the most effective?

1.2.5. Which of the implemented strategies did CRS and partner identify as the most effective? Why?

1.2.6. To what extent the different dissemination methods i.e. blogs, meetings, flip videos, etc. were effective?

2. Quality:

2.1. GRRAM Project Quality:

2.1.1. To what extent does GRRAM have quality strategies?

2.2. GRRAM Implementation Quality:

2.2.1. What quality standards should be adhered to when Disaster Risk Reduction (DRR) groups implement their plans?

2.2.2. What approaches contributed the most/least to the improved DRR capacities of HH?

3. Outcomes/Impacts:

3.1. GRRAM Project Outcomes/Impacts:

3.1.1. To what extend did the project's outcomes meet the stated objectives?

3.1.2. What are the wider effects of the project – social, economic, technical, and environmental – on individuals, gender- and age-groups, communities, and institutions? Impacts can be intended and unintended, positive and negative.

3.2. GRRAM implementation Outcomes/Impacts:

3.2.1. Which of these strategies has the potential for the greatest impact on household lives?

4. Efficiency:

4.1. GRRAM Project Efficiency:

4.1.1. Are GRRAM strategies effective? And why?

4.1.1.1. For urban areas?

4.1.1.2. For conflict areas?

4.1.1.3. For areas under the control of non-state actors?

4.2. GRRAM Implementation Efficiency:

4.3. How were the numbers and locations of the HHs identified?

4.3.1. Which strategies did HH identify as the most efficient?

4.3.2. Which of the implemented strategies did CRS and partner identify as the most efficient? Why?

4.3.3. Are there adjustments to the model needed so HH can be more strategic in selecting hazards?

4.3.4. To what extent was the management structure efficient?

5. Relevance/Appropriateness:

5.1. GRRAM Project Relevance/Appropriateness:

5.1.1. How can GRRAM innovation improve the relevance of the humanitarian work in the:

5.1.1.1. Urban areas?

5.1.1.2. Conflict areas?

5.1.1.3. Areas under the control of non-state actors?

5.2. GRRAM implementation Relevance/Appropriateness:

5.2.1. To what extent did GRRAM tailor activities to local needs, increasing ownership, accountability and cost effectiveness accordingly?

5.2.2. To what extent did GRRAM's observers (ALNAP and ELRHA), and key humanitarian stakeholders, OCHA, WFP, ICRC, ESSEC, GANZO, and Al Azhar think that the project was relevant?

6. Sustainability:

Sustainability refers to the need to ensure that activities of a short-term emergency nature are carried out in a context that takes longer-term and interconnected problems into account.

6.1. GRRAM Project Sustainability:

6.1.1. In what way would GRRAM be considered sustainable for the local community?

6.2. GRRAM implementation Sustainability:

6.2.1. What are the strategies used in GRRAM that are expected to have sustainable impacts on the community?

Annex 4: Evaluation questions

Criteria	*Stakeholder*	*What to be investigated*	*No*	*What do we want to know*	*No*	*Specific questions to address*
Relevance	*Humanitarian Innovation Fund*	*A.1 Show that the GRRAM project has been in line with HIF vision and purpose*	*A.1.1*	*What is new/ innovative?*		
					A.1.1.1	*What is the GRRAM approach?*
					A.1.1.2	*Content: compared to other DRR initiatives, are there new elements*
					A.1.1.3	*Process: compared to other DRR initiatives, are there new elements*
					A.1.1.4	*Do these new elements constitute innovation?*
			A.1.2	*Can GRRAM approach be scaled up?*		
					A.1.2.1	*See under A.1.1, A.2.1 and A.2.2*
					A.1.2.2	*Could GRRAM approach be scaled up technically?*
					A.1.2.3	*Could GRRAM approach be scaled up financially?*
					A.1.2.4	*Could GRRAM approach be scaled up organizationally?*

	Global humanitarian assistance organizations	*A.2 Lessons learned that can improve the quality, the potential for replication and/ or scaling up of programming in a comparable context*	*A.2.1*	*What are the lessons learned?*		
					A.2.1.1	*What were the lessons learned in GRRAM?*
					A.2.1.2	*Can these lessons be translated to a wider context?*
			A.2.2	*How is Gaza context different from others?*		
					A.2.2.1	*How is Gaza context different to other contexts?*
					A.2.2.3	*What does this mean to interpretation of lessons learned?*
	CRS in Gaza (including partners)	*A.3 Produce lessons learned that can improve the quality, the potential for replication and/ or scaling up of programming in the Gaza context*	*A.3.1*	*What are the lessons learned?*		
					A.3.1.1	*See under A.2.1*
			A.3.2	*Issues and risks in the GRRAM approach*		

					A.3.2.1 *A.3.2.2* *A.3.2.3*	*What do you see as problems in GRRAM (project, communities)?* *Were there any risks in GRRAM that did/could have any effect?* *What didn't work well in GRRAM, and why?*
			A.3.3	*Strengths of the GRRAM approach*		
					A.3.3.1 *A.3.3.2* *A.3.3.3*	*What do you see as strengths in GRRAM?* *Were there any opportunities for GRRAM?* *What worked well in GRRAM, and why?*
			A.3.4	*Context challenges*		
					A.3.4.1 *A.3.4.2*	*What elements of the context were a challenge?* *Did anything happen during the project that affected implementation?*
			A.3.5	*What would you have done differently?*		
					A.3.5.1	*If you could do it again, what would you do differently?*
	GRRAM target communities	*A.4 Find out if GRRAM project potentially addressed needs and priorities of the target communities*	*A.4.1*	*What are the needs/priorities of the*		

				community?		
					A.4.1.1	*What are the issues in the community?*
					A.4.1.2	*What are the needs/priorities of the community?*
					A.4.1.3	*Would everybody in the community see it that way?*
					A.4.1.4	*What are the risks in the community?*
					A.4.1.5	*How important are these risks?*
					A.4.1.6	*What are coping strategies when risks materialize?*
					A.4.1.7	*Who are the most vulnerable in the community, why?*
			A.4.2	*What has GRRAM changed?*		
					A.4.2.1	*Has GRRAM changed anything in the community?*
					A.4.2.2	*If yes, why has it caused these changes?*
			A.4.3	*Who have been affected?*		
					A.4.3.1	*Who have been most affected by these changes, and why?*
			A.4.4	*View of community on changes*		
					A.4.4.1	*How do you see these changes, and why?*
					A.4.4.2	*Would everybody in the community see it like this?*
	Women included in GRRAM project activities	*A.5 Find out if GRRAM project potentially addressed needs and priorities of included*				

		women				
			A.5.1	*What are needs/priorities of women?*		
					A.5.1.1	*What are the issues for women?*
					A.5.1.2	*What are the needs/ priorities of women?*
					A.5.1.3	*Would everybody in the community see it that way?*
					A.5.1.4	*What are the risks for women?*
					A.5.1.5	*How important are these risks?*
					A.5.1.6	*What are coping strategies when risks materialize?*
					A.5.1.7	*Who have most difficult in the community, and why?*
			A.5.2	*What has GRRAM changed?*		
					A.5.2.1	*See under A.4.2*
			A.5.3	*Changes on women/ HH*		
					A.5.3.1	*Has GRRAM changed anything for you?*
					A.5.3.2	*If yes, why has it caused these changes?*
			A.5.4	*View of women/ HH on changes*		
					A.5.4.1	*How do you see these changes, and why?*
					A.5.4.2	*Would everybody in the community see it like this?*

Sustainability		*B.1 Assess whether the outputs and outcomes of the GRRAM project have been, or are likely to be, maintained after the project and do not harm the basis of potential future development*	*B.1.1*	*Are processes continued? What is the frequency?*		
					B.1.1.1	*Are processes that GRRAM initiated being continued?*
					B.1.1.2	*What is the quality of these processes compared to set-up?*
					B.1.1.3	*How often have these processes been done?*
			B.1.2	*Has GRRAM caused any harm?*		
					B.1.2.1	*Has GRRAM caused any social/ cultural harm?*
					B.1.2.2	*Has GRRAM caused any financial/ economic harm?*
					B.1.2.3	*Has GRRAM caused any organizational harm?*
					B.1.2.4	*Has GRRAM caused any physical harm?*
					B.1.2.5	*Has GRRAM caused any environmental harm?*
Coherence HFA		*C.1 Assess whether the project has been in line with priorities for*				

		action mentioned in the HFA	*C.1.1*	*Have priorities been addressed?*		
					C.1.1.1	*Coherence to 'DRR is national/ local priority'*
					C.1.1.2	*Coherence to 'Identify, assess monitor DR enhance EW'*
					C.1.1.3	*Coherence to 'Knowledge, innovation, education for resilience'*
					C.1.1.4	*Coherence to 'Reduce underlying risk factors'*
					C.1.1.5	*Coherence to 'Strengthen disaster preparedness at all levels'*
Coverage		*D.1 Assess whether the project reached the most-in-need in sufficient numbers in the target community*				
			D.1.1	*Definitions of impact group and target group*		
					D.1.1.1	*What was the definition of the impact group (beneficiary)?*
					D.1.1.2	*What was the definition of the target group?*
			D.1.2	*What were the inclusion criteria?*		
					D.1.2.1	*What were the selection criteria for inclusion of communities in the project?*
					D.1.2.2	*What were the selection criteria for inclusion of individuals in the project?*

			D.1.3	*Were the inclusion criteria adequate?*		
					D.1.3.1	*Were selection criteria for community inclusion adequate?*
					D.1.3.2	*Were selection criteria for people inclusion adequate?*
			D.1.4	*How was the selection process?*		
					D.1.4.1	*What was the process of selection?*
					D.1.4.2	*How was the process gone through?*
					D.1.4.3	*Assessment of selection process community and people*
			D.1.5	*Anyone wanted in, but not admitted?*		
					D.1.5.1	*Were there any persons who wanted to get involved, but couldn't?*
					D.1.5.2	*Why couldn't they?*
			D.1.6	*Approach adequate for coverage?*		
					D.1.6.1	*Was the approach adequate for reaching those most in need?*
			D.1.7	*Coverage adequate for situation?*		
					D.1.7.1	*Was the coverage adequate for the situation?*
Efficiency		*E.1 Compare the outputs versus inputs of the GRRAM project*				

		against similar initiatives in Gaza (assuming enough can be found)	*E.1.1*	*What were the inputs of GRRAM?*		
					E.1.1.1	*What were the expenses for the entire project?*
					E.1.1.2	*What were the expenses for the community-based initiatives?*
					E.1.1.3	*What was the time commitment for the entire project?*
					E.1.1.4	*What was the time commitment for the community-based initiatives?*
			E.1.2	*Who are the beneficiaries GRRAM?*		
					E.1.2.1	*Who were the beneficiaries of GRRAM?*
					E.1.2.2	*How many beneficiaries were there?*
			E.1.3	*What were costs per beneficiary?*		
					E.1.3.1	*What were costs/ beneficiary for the community-based initiatives?*
			E.1.4	*How do costs compare to outputs?*		
					E.1.4.1	*How do total costs project compare to outputs?*
					E.1.4.2	*How do costs for the community-based initiatives compare to outputs?*
			E.1.5	*Inputs of similar projects in Gaza*		

					E.1.5.1 *E.1.5.2* *E.1.5.3*	*Are there similar projects in Gaza?* *What were the expenses for the entire project?* *What were the expenses for the community-based initiatives?*
			E.1.6	*Who are the beneficiaries of the projects?*		
					E.1.6.1 *E.1.6.2*	*Who were the beneficiaries of these projects?* *How many beneficiaries were there?*
			E.1.7	*Costs per beneficiary of these*		
					E.1.7.1	*What were costs per beneficiary for the community-based initiatives?*
			E.1.8	*Input vs. output for these*		
					E.1.8.1	*How do costs for the community-based initiatives compare to outputs?*
			E.1.9	*Compare GRRAM to other projects*		
					E.1.9.1 *E.1.9.2*	*How do initiatives compare in terms of cost per beneficiary?* *If there are differences, what caused these?*
Effectiveness		*F.1 Assess whether the objective has been achieved, and identify the drivers of success and challenges*	*F.1.1*	*Risk understood*		

				by GRRAM		
					F.1.1.1	*Where has information about risk come from?*
					F.1.1.2	*Have risks been well understood by GRRAM team?*
			F.1.2	*Planning vs. outputs*		
					F.1.2.1	*How do the planning and the project development compare?*
					F.1.2.2	*How do the planning and the project outputs compare?*
			F.1.3	*How did partnerships work out?*		
					F.1.3.1	*Who were the partners (planned and actual) in GRRAM?*
					F.1.3.2	*What are the differences between planned and actual partners?*
					F.1.3.3	*How well did partnerships work?*
			F.1.4	*Was learning documented?*		
					F.1.4.1	*What documents consolidate the learning of the project?*
					F.1.4.2	*How well was learning documented?*
		F.2 Assess whether there has been a reduction in vulnerability in the community	*F.2.1*	*Reduction vulnerability of the community*		
					F.2.1.1	*See other questions*

					F.2.1.2	*Has there been a significant reduction of vulnerability in community?*
		F.3 Assess whether there has been a reduction in vulnerability for women included in the project and their households	*F.3.1*	*Reduction vulnerability of the women/ HH*		
					F.3.1.1 *F.3.1.2*	*See other questions* *Has there been a significant reduction of vulnerability in women/HH?*
Impact	*CRS in Gaza (including partners)*	*G.1 What changes has the GRRAM project made for CRS and its partners in Gaza*	*G.1.1*	*GRRAM induced changes CRS/Partner*		
					G.1.1.1 *G.1.1.2*	*Has GRRAM resulted in changes in 'how things are done' in CRS and PRCS?* *Has GRRAM resulted in changes in policy/ strategy in CRS and PRCS?*
	GRRAM target communities	*G.2 What changes, positive and negative, has the GRRAM project made for the communities included in the GRRAM project*	*G.2.1*	*Positive changes*		

				in community		
					G.2.1.1	*Have there been positive changes in the community caused by GRRAM?*
					G.2.1.2	*What has caused these changes?*
			G.2.2	*Negative changes in community*		
					G.2.2.1	*Have there been negative changes in the community caused by GRRAM?*
					G.2.2.2	*What has caused these changes?*
	Women included in GRRAM project activities	*G.3 What changes, positive and negative, has the GRRAM project made for the women directly included in the GRRAM project*	*G.3.1*	*Positive changes for women/HH*		
					G.3.1.1	*Have there been positive changes in women/HH caused by GRRAM?*
					G.3.1.2	*What has caused these changes?*
			G.3.2	*Negative changes for women/HH*		
					G.3.2.1	*Have there been negative changes in women/HH caused by GRRAM?*
					G.3.2.2	*What has caused these changes?*