

**AMAL: Supporting Women's Transformative Leadership in Changing Times in  
Middle East and North Africa**

***Morocco, Occupied Palestinian Territories (OPT), Tunisia, Yemen***

**Final Consolidated Regional Baseline Report**

**11 December 2013**

This report describes the findings of a consolidated analysis of the four country baseline reports, which were prepared through primary data collection at each country level (Morocco, OPT, Tunisia and Yemen). The present consolidated report aims at providing further analysis to the country reports as well as identifying commonalities among countries and highlighting distinctions where significant. As such, it provides an overview of the programme's indicators for future monitoring and reference checking, while at the same time features country specificities to deliver a clearer picture of women leadership situation and progress in each of the countries targeted.

**Table of Content**

Background of the Program

Objectives and Purpose of the Baseline

Methodology and Tools

Training

Indicators and corresponding tools

Limitations

**Results and Findings**

- 1- *Indicator # 1: Women's perception of levels of responsiveness and representativeness of local leadership in target communities by end of program.*
  - a. Description of data collection
  - b. Main Findings
  - c. Conclusion

2- Indicator # 2: Expression of increased interest of women in participating in political processes by end of program.

- a. Main Findings
- b. Conclusion

3- Indicator # 3: % of targeted organizations who have improved capacity in relation to organizational development by end of program.

- a. Description of data collection
- b. Main Findings

Dimension 1: participation in governmental processes

Dimension 2: Advocacy strategy development

Dimension 3: Constituency participation and representativeness

Conclusion

4- Indicator # 5: % of Oxfam country offices and partners organizations that show improvement in knowledge, skills and tools on transformative leadership by end of program.

- a. Description of data collection
- b. Main Findings

Conclusion

Recommendations

- 1- Recommendations related to future research
- 2- Recommendations related to the AMAL programme

Annexes

Annex 1: Scoring exercise and focus group discussion guide for tool 1

Annex 2: Scoring exercise and focus group discussion guide for tool 2

Annex 3: Adapted Transparency and Participation Tool (APATT) for tool 3

Annex 4: Capacity and Commitment to Women Transformative Leadership for tool 5

Annex 5: List of organizations surveyed under indicator 3 in OPT

## Background of the Program

**AMAL: Supporting Women's transformative leadership in changing times** is a three-year multi-country, multi-affiliate<sup>1</sup> programme, which is aimed to promote active participation and leadership of women in the MENA region, including the poorest and most marginalised women, in local, national and regional governance structures and decision-making processes, therefore, ensuring that they have a say in formulation and/or their needs and priorities are reflected in socio-economic policies and practice at all levels.

The AMAL Programme will directly benefit over 47,000 and indirectly over 100,000; this figure excludes over 50% of the population i.e. women in the targeted countries who will benefit from introduction and implementation of pro-poor and engendered policies as a result of programme interventions.

The programme includes:

- **Country-level projects** in **OPT, Morocco, Tunisia** and **Yemen** developed in response to country needs and opportunities, with a focus on: capacity-building and strengthening women-led organisations; raising awareness of women's rights and participation; challenging fundamentalist attacks on women's rights; linking women activists to policy processes; In each country, Oxfam will implement the programme activities with a number of national women organizations to ensure appropriate approaches are adopted in line with country specificities and unique experience in terms of women's rights situation and needs for advancement.
  
- **Regional component** to develop and support alliances, campaigning and two action-based researches to strengthen collective voice in national and regional decision- and policy-making processes. The researches, which will help to map out the existing and emerging players, including governments in transition, as well as the latter's agenda and policies pertinent to women's rights at the national level, parallel to which a research on aspirations and perceptions of rural women in targeted areas will be undertaken. These two researches will form an integral part of the program, and the outcomes and recommendations of the researches will inform decision on the programme design, partners and interventions.

In addition to research and knowledge sharing, the regional component includes the development of media and advocacy capacity building strategies for targets

---

<sup>1</sup> Oxfam affiliates responsible for managing and delivering AMAL Programme include: Oxfam Great Britain, Oxfam Intermon (Spain) and Oxfam Novib (the Netherlands).

beneficiaries and partners as well as networking, linking and learning whereby the AMAL programme will bring partners and women leaders together to share the wealth of learning and experiences in demonstrating and applying different tools and approaches to promote women's leadership in order to empower women and women's rights organizations and foster constructive dialogue with opinion formers and decision makers in targeted countries.

- **Global-level work** to share and disseminate learning more widely and to advocate for government and donor policies that preserve and advance women's rights in the region. The global advocacy targets will be identified following completion of power analysis which will be undertaken during the inception phase. Based on the outcomes of power analysis 2 to 3 key strategic donors with influencing power in the AMAL target countries will be identified as advocacy targets.

The overall goal of this programme is that:

*Women in the MENA region, including poor and marginalised women, have increased ability to participate and exercise leadership at all levels of decision-making, gaining power over their lives and ensuring their practical needs and rights are central for existing and emerging governance structures.*

There are four specific objectives:

**Objective 1: RIGHTS AND LEADERSHIP** – Women and girls will have increased awareness of their political and socio-economic rights and are more confident to voice their rights and play leadership roles at all levels (household, community, national, regional);

**Objective 2: CAPACITY-BUILDING** – A diversity of women's organisations<sup>5</sup> and their allies<sup>2</sup> will have increased skills, resources and capacity to advocate a women's rights agenda with a collective voice and influence decision-making;

**Objective 3: CHANGING ATTITUDES AND POLICY** – Decision-makers and opinion formers at all levels are more aware of and their positions are more reflective of the needs and priorities of women

---

<sup>2</sup>Youth organisations, human rights organisations, organisations with a gender justice focus, trade unions, media organisations, men etc.

**Objective 4: LINKING AND LEARNING** – Oxfam, its partners and others generate and share knowledge, to strengthen women’s participation and leadership approaches in the region and globally.

#### **Objectives and Purpose of the Baseline**

Given the centrality of learning in this programme, Oxfam has developed a Monitoring, Evaluation, Accountability and Learning (MEAL) system in order to institutionalize the knowledge generated over the life span of the AMAL programme and to measure success achieved by the programme intervention throughout. The MEAL system developed for this programme builds on internationally recognized MEAL instruments and systems for the evaluation of women’s rights and empowerment process yet are tailored for each country approaches in order to adapt to its context and specificities. They are meant to be coherent with Oxfam’s rights based approach, thus emphasis is given to participatory approaches, balance of quantitative and qualitative methods, and feedback seeking. The AMAL programme MEAL system comprises the following elements:

- A baseline study on the program’s indicators;
- Continuous activity implementation monitoring against workplans and budgets;
- Periodic monitoring of program indicators and depending on the indicators defined, a series of methods will be used ranging from documentary review, to beneficiaries surveys and focus groups;
- A tailored accountability mechanism with partners and beneficiaries that ensures: transparency and dissemination of all key information regarding the program; participation in all program phases; feedback and complaint mechanisms; and, sharing of learning with stakeholders;
- Annual reflection exercises with partners in each country and one at the regional level with key lessons learnt and shared;
- Internal mid-term evaluation;
- External final evaluation; and
- Continuous communication and knowledge sharing through a community of practitioners preferably communicating through easily accessible social media (e.g. facebook, wiki’s etc.).

The baseline survey aims at providing primary information about the situation of women in the targeted countries in order to better measure the progress of the programme as well as to inform the programme intervention at the country level, in terms of finalizing the target groups, stakeholders and key players/power brokers, and areas of interventions/leverage.

### **Methodology and Tools**

During the first quarter of the implementation phase, country teams and partner organizations were asked to conduct the baseline survey for the situational analysis of women and gender issues in their respective countries, based on the programme's indicators. Training and technical assistance as well as supporting materials were provided to assist country teams in data collection and field work.

As a result of this phase, four baseline reports were produced in the four targeted countries following a baseline methodology design, specially tailored for the AMAL programme; it is inspired from the overall methodological guidance of the programme MEAL strategy, and builds on guiding principles and recommendations of resource documents on Women Transformative Leadership and international manuals for monitoring and evaluation of women related programmes. It also took into consideration the capacity and role of the partner organizations in each of the four countries through extensive meetings and meticulous capacity assessment undertaken prior to the design of the baseline data collection methodology.

The basics which were eventually adopted for the design of the baseline methodology are the following: the need to make M&E a learning partnership, the balance between quantitative and qualitative techniques, the use of participatory approaches, the need to make M&E systems flexible and adaptable and the consideration of organizational capacity in the design of M&E systems and tools.

In addition, the baseline tools identified for this programme were designed in a way to engage the target organizations in the analysis and understanding of their current situation, detection of gaps, expression of needs, etc., which will eventually contribute to fostering the capacity building and learning component, inherent to the process of change proposed by the AMAL programme. However, the MEAL system was not yet in place when the baseline was conducted, thus formal feedback mechanisms were not established. Yet, partners and participants were encouraged to provide their feedback and complaints, if any, during and after the implementation of the tools, especially the focus group discussion where program participants were involved. In addition, baseline results were shared and discussed with partner organizations for feedback in line with Oxfam's Social Accountability principles.

Moreover, the design of the baseline methodology and tools took into account the information and feedback offered by country teams and partner organizations, hence ensuring the involvement of all of them from the beginning and fluid communication throughout the process.

Finally, five indicators were identified for guiding the baseline data collection, based on the programme overall and specific objectives<sup>3</sup>. Given that the initial situation to be measured and the potential changes to be produced as a result of the project intervention are complex phenomena, data collection requires tailored and flexible tools to get the best information possible. Thus, a series of participatory tools were developed, including customized questionnaires and focus group discussions. All tools designed combine both quantitative and qualitative methodologies in order to produce results that properly reflect the complexity of processes and situations in the most accurate way possible.

## **Training**

Training sessions were organized for country teams to familiarize them with various tools and data collection methodologies suggested by the baseline consultant.

A three-day training was held in each of Yemen and OPT – delivered by the consultant who was in charge of the development of baseline tools and instruments – where the concept and importance of the baseline research was presented at length. Oxfam country team and members of partner organizations attended the training, where special attention was given to tools 1, 2 and 4, as it was agreed that they will undertake the data collection for indicators 1, 2 and 4 using these tools. As information about indicators 3 and 5 were to be collected by external facilitators, the training did not focus on their explanation, but rather provided brief presentation about them.

A joint training was held in Morocco. It was conducted by Oxfam GB MEAL advisor. Tunisia partner organizations did not attend the training. Only the MEAL Officer and the consultant did. After which, the consultant and MEAL officer provided a tailored training/ workshop for partner organizations in Tunisia.

## **Indicators and corresponding tools**

---

<sup>3</sup> The initial logframe of the programme was revised to better formulate the expected outcomes and translate them into objectively verifiable indicators in order to measure success and progress, which significantly facilitates the data collection and design of research tools.

For each indicator, a special tool was developed to ensure accurate and pertinent information is collected at the country level. The consultant in charge of the instrument development included guidance notes for each of the tools in order to facilitate the application of the tool for country teams and/or consultants in charge of the baseline study. Particular attention was given to the design of focus group in terms of participants' selection and recruitment, as well as data documentation and analysis. The tools which were developed combine well known quantitative and qualitative research methodologies, yet are flexible enough to be adapted to country contexts. The tools were presented in a sort of user-friendly manual which constitutes a common road map for the data collectors in all four countries to gather information pertinent to the scope of the programme intervention. With slight variations from a country to another, all tools were used by the four country teams to report on specific indicators pertaining to the baseline situation of gender and women's participation in the public sphere. As a result of this, it is now possible to operate a cross-country situational analysis for each indicator while at the same time providing an overview of country-specific findings, as well as intra-country difference, when and if relevant.

The table below shows the results that the programme is supposed to achieve, the five indicators which will serve to measure the level of achievement of results, and the tools used by country teams for the collection of baseline data for each indicator. Information about the performance of country teams is also indicated in a separate column.



Result	Indicator	Tool for baseline data collection	Country information
<p><b>Project Purpose 1:</b> Women and girls have increased awareness of their political and socio-economic rights and are more confident to voice their rights in order to play leadership roles at all levels (household, community, national, regional);</p>	<p><b># 1</b>  <b><u>Women’s perception of levels of responsiveness and representativeness of local leadership in target communities by end of program.</u></b></p> <p><i>i.e. the extent to which women feel that local leadership actually takes into account their needs and demands (responsiveness) and the extent to which they feel that the decision making process actually reflects their own opinions and positions (representativeness).</i></p>	<p>The tool is composed of a scoring exercise and a focus group discussion. They both tackled three main themes as follows:</p> <ol style="list-style-type: none"> <li>1. Perceived level of responsiveness and representativeness: Needs and Demands</li> <li>2. Women and leadership</li> <li>3. Communication Channels</li> </ol> <p>In the scoring exercise, participating women were asked to provide their satisfaction rates on a scale from 0 to 3 (0 = not satisfied at all, 1 = fairly satisfied but great improvement is necessary, 2 = satisfied with still some improvement necessary, 3 = very satisfied) on 8 questions deriving from the themes above. Discussions also took place afterwards to unfold reasons and motives for the rates provided. (Detailed questions enclosed in Annex 1)</p>	<p>All four countries collected information for this indicator using the corresponding tool.</p> <p>In Tunisia, field work was undertaken by an external consultant in conjunction with Oxfam MEAL officer and partner organizations.</p> <p>In OPT, field work was conducted by partner organizations while the analysis was undertaken by the country office MEAL officer</p> <p>In Yemen, field work was conducted by Oxfam country office team and partner organizations, while an external consultant was also hired to oversee the process.</p> <p>In Morocco, field work was conducted by an external consultant, in collaboration with local partner organizations, especially for the recruitment of focus groups.</p> <p>For indicators 1 and 2 below, 7 focus groups were conducted in Tunisia with men and women from 5 different regions, both rural and urban.</p> <p>26 focus groups were conducted in total, 17 of them took place in the West Bank in four different geographic areas, while 9 were conducted in Gaza strip with a variety of stakeholders, in addition to women and youth.</p> <p>A total of 16 focus groups were conducted with women and girls; 12 took place in rural areas in Hajja and Taaz, while 4 took place in urban areas in Hajja.</p> <p>A total of 6 focus groups were conducted with women and girls in 4 different regions (Rabat, Casablanca, Marrakech and Rashidiyya).</p> <p>Details about focus group compositions will be explained under the Results and findings section.</p>

Result	Indicator	Tool for baseline data collection	Country information
<p><b>Output 1.1:</b> Women demonstrate increased awareness and confidence to express their political and socio-economic rights.</p>	<p><b># 2</b></p> <p><b><u>Expression of increased interest of women in participating in political processes by end of program.</u></b></p> <p><i>i.e. a positive difference exists between interest of targeted women in participating in political activities (as explained below) at the beginning of the program and at the end of it.</i></p> <p><i>Activities include but are not restricted to voting, enrolling in a political organization, participating in a political activity, enrolling in civil society and/or organizations, participating in civic activities such as signing a petition, contacting representatives, promoting any initiative or demand, and any other public advocacy activity</i></p>	<p>The tool # 2 is also composed of a scoring exercise and a focus group discussion. They both tackled four main themes as follows:</p> <ol style="list-style-type: none"> <li>1. Interest in exercising the right to vote</li> <li>2. Interest in participating in political organizations / activities</li> <li>3. Interest in participating in civil society organizations / women organizations</li> <li>4. Interest in participating in civic activities</li> </ol> <p>The scoring exercise followed the same method as in tool # 1; participating women were asked to provide their satisfaction rates on a scale from 0 to 3 on 21 questions deriving from the themes above. Discussions also took place afterwards to unfold reasons and explain motives behind the rates provided. (Detailed questions enclosed in Annex 2)</p>	<p>All four countries collected information for this indicator using the corresponding tool. Focus groups mentioned above were used to collect information about both indicators 1 and 2.</p> <p>Details about focus group compositions will be explained under the Results and findings section.</p>

Result	Indicator	Tool for baseline data collection	Country information
<p><b>Output 2.2.:</b> Women's organizations, networks and coalitions have improved skills and capacity to affect change.</p>	<p><b># 3</b> <b>% of targeted organizations who have <u>improved capacity in relation to organizational development</u> by end of program.</b> <i>i.e. at the end of the program, a higher number of targeted organizations demonstrate better knowledge, resourcefulness and strategic vision in actions carried out for advocacy work, collaboration, coalition building and networking, thus ability and better position to bring about change, compared to the baseline information</i></p>	<p>The Adapted Transparency and Participation Tool (APATT), which aims to measure, inside each organization the following aspects: i) strategic advocacy work, ii) collaboration and networking, and iii) ability, knowledge, resources and actions to influence change. It is a participatory tool which involves the members of the organization (network or coalition) through a group discussion and debate.</p> <p><i>Targeted population: women's organizations, coalitions and networks.</i></p> <p>Structure of the tool: The tool covers three dimensions of organizational capacity as follows:</p> <ul style="list-style-type: none"> <li><b>a.</b> Participation / influence in governmental processes</li> <li><b>b.</b> Advocacy strategy development</li> <li><b>c.</b> Constituency participation and representativeness</li> </ul> <p>These dimensions are placed in a table of 3 columns. Each of these dimensions is divided into five levels of capacity on a scale from 1 (lowest) to 5 (highest). At each level, the tool provides statements that describe the performance, features and results of the advocacy work of the organization. The levels are cumulative.</p> <p>It can be also used as a learning tool and offers the space to reflect together and suggest actions to improve the organization's advocacy work.</p>	<p>In OPT, 32 women organizations and clubs were interviewed in different locations in West Bank and Gaza strip. <b>Out of these 32, there are 3 networks that encompass a number of organizations as well.</b></p> <p>In Tunisia, 4 partner organizations were interviewed for this tool, in 3 different regions. The tool will be administered to other organizations after these are identified.</p> <p>In Yemen, the tool was administered for three partner organizations only, in three different regions.</p> <p>In Morocco, the tool was administered for 4 partner organizations in the four targeted regions.</p>

Result	Indicator	Tool for baseline data collection	Country information
<p>Output 3.1. Influential leaders and opinion formers have more supportive attitudes towards women's rights.</p>	<p><b># 4</b></p> <p><b>Number of targeted influential leaders and opinion formers who show <u>positive change in attitudes</u> at local and national level related to gender and women's participation in the public sphere by end of program.</b></p> <p><i>i.e. at the end of the program, influential leaders express opinions and positions more favourable to gender and women's participation in the public sphere than those they have would have previously expressed in the baseline study.</i></p>	<p>The Opinion Former Attitude Survey (gender and women participation in the public sphere) is an individual questionnaire which measures the views of Opinion Formers related to gender and women's participation in the public sphere. Percentage changes can be generated and therefore indicate whether the engagement with the opinion formers has had an impact. The tool is designed covering four dimension of women's rights, gender and women participation in the public sphere.</p> <ol style="list-style-type: none"> <li>1. Equality of capacities to participate in the public sphere</li> <li>2. Political / private sphere</li> <li>3. Women's organizations</li> <li>4. Need for women's participation in the public sphere</li> </ol> <p>Under each dimension, 5 statements are presented for assessment by Opinion Formers which will indicate their attitude towards women's participation in the public sphere. With the objective of detecting possible incoherent or unreliable responses, the statements under each dimension intend to mislead the respondent by presenting both negative and positive attitudes and by distributing them randomly throughout the questionnaire. The scoring mechanism gives high score for responses showing positive attitudes towards women participation in the public sphere and greater understanding of gender. It is scored out of 100.</p>	<p>This indicator was only investigated in Tunisia, thus, this report will not cover the analysis of findings under this indicator.</p>

Result	Indicator	Tool for baseline data collection	Country information
<p><b>Output 4.1:</b> Oxfam and women's organizations have increased knowledge and tools and use them to strengthen their approaches to women's participation and leadership.</p>	<p><b># 5</b></p> <p><b>% of Oxfam country offices and partners organizations that show <u>improvement in knowledge, skills and tools on transformative leadership</u> by end of program.</b></p> <p><i>i.e. at the end of the program, a higher number of organizations would have acquired knowledge, skills and tools related to the development of transformative leadership</i></p>	<p>This tool is based on the concept of Women Transformative Leadership, whereby feminist leadership for social transformation contains four essential and inter-related components, the "Four Ps" referring to i) the power, ii) principles and values, iii) politics and purpose and iv) practices, in addition to the SELF i.e. the personal histories and experiences of the individual who practices leadership in any given context.</p> <p>The <i>targeted population are implementing Oxfam Country Offices and their Partner Organizations, more specifically members of the organizations with different levels of responsibility.</i></p> <p>Based on the five elements mentioned above, a series of items / criteria were developed that reflect the different aspects of each element.</p> <p>The tool presents along with each criteria the i) score to rate the degree to which the organization meets the criteria from 0 to 3, ii) the <u>reference to evidence</u> to prove, through practical examples or evidence, that the criteria are met according to the scored levels and iii) comments and <u>analysis</u> to complete the information related to the criteria and its fulfillment or not by the organization.</p> <p>The tool is enclosed in Annex 4.</p>	<p>5 organizations were surveyed for this indicator in Tunisia, including Oxfam country office. The interview was done in a group discussion with the organizations' team members.</p> <p>In Yemen, 4 organizations were surveyed, including Oxfam country office.</p> <p>In OPT, 5 organizations were surveyed, including Oxfam country office.</p> <p>In Morocco, separate interviews were conducted with team members of 3 organizations including Oxfam country office.</p> <p>Details will be included in the results and findings section below.</p>

## **Limitations**

There were some limitations faced when drafting the present consolidated regional report, mainly pertaining to the fact that raw data are not homogeneous, in terms of the level of details available related to the responses of focus group participants. This is mainly applicable for indicators 1 and 2, where focus groups were used to collect the information needed. While focus groups can be a very powerful tool for gathering information about opinions and perceptions, it is obvious that the use of this tool was not optimal in all four countries, and the level of details which were documented in the country baseline reports are insufficient for a proper analysis of people's perceptions. One major element of information-rich focus groups is the abundance of probes during focus group discussion which permits analysts to unveil hidden layers of people's perceptions, opinions, and behaviors. The baseline country reports show that this technique was not fully practiced during focus groups in all four countries.

Another limitation pertains to the fact that the design team is different from the field team, which generally leads to major discrepancies resulting from significant differences between the design of the research tools and instruments and how they were eventually used. Moreover, there were cases where consultants and field team did not undertake the orientation training on the use of tools, which led to the misuse of some tools. For example, there are no scores provided for the organizations in Morocco in the commitment to women transformative leadership assessment tool (tool # 5) under the fifth indicator, which makes it impossible to quantify the baseline findings of this tool for Moroccan organizations.

In addition, most of the information provided under each of the tools are not structured, and country teams have not used the tool in the same manner, generating very heterogeneous and fragmented findings, which makes the regional analysis extremely difficult and necessarily uneven.

Finally, it is to be noted that the use of the focus groups is important for the qualitative information it provides; yet, it seemed from the raw data available that the moderators did not probe the various answers of participants, which significantly impact the in-depth of the information collected. In addition, country teams also operated unnecessary quantification of the profiles of focus group respondents, whereas the focus group participants cannot be considered as a valid statistical sample.

## Results and Findings

The results and findings are presented below by indicator. Under each indicator, details about baseline information per country is provided, as well as general findings pertaining to the indicator from a broad perspective. Country specificities are also indicated as well as intra-country differences, when relevant.

### ***4- Indicator # 1: Women's perception of levels of responsiveness and representativeness of local leadership in target communities by end of program.***

For this indicator, the data collection tool was a scoring exercise and a series of focus groups to be conducted with men and women in various regions inside the four country.

The focus groups intended to generate information about two main aspects, i) responsiveness and ii) representativeness of local leadership.

The focus groups discussion guide consisted of three themes as follows:

1. Perceived level of responsiveness and representativeness: Needs and Demands
2. Women and leadership
3. Communication Channels

#### **d. Description of data collection**

Below is a detailed description of focus groups conducted in each country.

#### **Tunisia**

#	Gender	Region	Profile
1	Women	Al-Qasrein	Urban educated women, active in civil society organizations and political parties
2	Mixed	Al-Qasrein	Educated youth employed and unemployed
3	Women	Al-Kaf	Rural women, illiterate and educated
4	Mixed	Al-Kaf	Urban educated youth, active in civil society organizations
5	Women	Qalibiyya	Educated women, economically active, members of civil society organizations and political parties
6	Women	Soussa	Students (recruited among a network of the organization's friends, in favor of gender equality)
7	Women	Ariana	Educated women, members of civil society organizations and political parties

In Yemen, 16 focus groups were conducted, 8 in Taaz and 8 in Hajja. In Hajja, 4 were conducted in a rural context, and 4 in an urban context, while all 8 focus groups in Taaz were conducted in

a rural context. Participants were recruited among the potential beneficiaries of the AMAL programme, especially those who showed interest in participation and ability to move around. Participants in the focus groups were all marginalized women from different age groups and different regions.

In Morocco, 6 focus groups were conducted with women from mixed age groups and backgrounds as follows:

#	Region	Profile
1	Rabat – Yaakoub al-Mansour popular street	Mixed age groups, mixed marital status, mostly educated working women
2	Rabat- Ain Aouda suburb <sup>4</sup>	Mixed age groups (including almost of them being between 10 and 20 and some being between 50 and 60), mixed marital status, mixed occupation and mixed level of education including totally illiterate and university graduates
3	Casablanca, Lissasfa suburb	Mostly housewives aged 30-40, mostly married, mostly uneducated (with 1 or 2 participants with a different profile)
4	Casablanca, Derb Sultan popular street <sup>5</sup>	Mostly single, aged 40-50, mixed education level, all unemployed
5	Marrakech	Mostly married women aged 40-50, mixed education level, mixed occupation with a large number of entrepreneurs
6	Errashidia	Mostly single educated and working women aged 30-40

In OPT, 26 focus groups were conducted as follows:

#	Geographic area	Number of FGs
1-2	North of West Bank	2 focus groups with women from three targeted areas including women from rural, urban areas and refugee camps
3-4		2 focus groups with young women from three targeted areas including women from rural, urban areas and refugee camps
5	South of West Bank	1 focus group in Hebron City with women
6-7		2 focus groups with young women from Sammou' and Yatta villages
8-9	West Ramallah	2 focus groups with youth from three targeted locations
10-11		2 focus groups with women from three targeted locations
12-13		2 focus groups with university students from different universities
14-15	Jordan Valley	2 focus groups with women in four targeted locations

<sup>4</sup> It was not originally intended to conduct more than one group per region but the consultant decided to do so in order to diversify the recruitment sample.

<sup>5</sup> This focus group was added to the original work plan because the first group conducted in Casablanca was too homogeneous and the consultant required a certain diversity inside the groups.



16-17		2 focus groups with youth in four targeted locations
18-19	Gaza Strip	1 focus group with female head households in the south
		1 focus group with female headed households in middle area
20-21-22		Members of CBOs/NGOs: 3 focus groups in three targeted areas
23-24-25		University graduates: 3 focus groups in three targeted areas
26		Journalists: 1 focus group in Gaza City (middle area)

### e. Main Findings

In general, there was major dissatisfaction amongst respondents in all four countries about the lack of responsiveness and representativeness of local leadership for women needs and demands. As mentioned under the methodology section, the tool comprised a scoring exercise in addition to the focus group, where participants were asked to provide their satisfaction rates on a scale from 0 to 3 as follows:

- 0 = not satisfied at all*
- 1 = fairly satisfied but great improvement is necessary*
- 2 = satisfied with still some improvement necessary*
- 3 = very satisfied*

The tables and graphs below show the scoring results in each of the countries separately<sup>6</sup>.

**Table 1: Average scores per theme based on focus groups' respondents frequency in West Bank and Gaza**

OPT	West Bank	Gaza
<b>Awareness of the level of response and representation</b>	<b>0.43</b>	<b>0.63</b>
<b>Women and Leadership</b>	<b>1.1</b>	<b>1.42</b>
<b>Communication channels</b>	<b>1.47</b>	<b>0.61</b>

<sup>6</sup> Each country has accounted for the scoring exercise using a different type of calculation. As some data is lacking to generate homogeneous calculations, country scores will be presented separately.

**Table 2: Average scores per theme based on consensual scores provided by respondents in each focus group in Tunisia**

Tunisia	average scores
Awareness of the level of response and representation	0.46
Women and Leadership	1.36
Communication channels	0.86

**Table 3: Average percentage of respondents per score per theme in Morocco focus groups**

Morocco	0	1	2	3
Awareness of the level of response and representation	56.7%	26.7%	14.0%	2.7%
Women and Leadership	2%	7.20%	31%	59.80%
Communication channels	65.50%	26.80%	4.70%	3%

**Table 4: Average scores per theme based on focus groups' respondents frequency in Yemen**

Yemen	average scores
Awareness of the level of response and representation	0.70
Women and Leadership	2.50
Communication channels	1.00

The scoring exercise shows that most respondents in all four country are largely dissatisfied with the level of responsiveness and representativeness of local leadership when it comes to women's rights and gender justice. In Yemen, OPT and Tunisia, the average score given by focus group respondents is less than 1, while in Morocco, more than 80% of the respondents gave scores 0 and 1 on this theme.

During the discussions, participants across countries deplored the distance which exists between citizens and decision makers and considered that these are not concerned with people's lives whatsoever. In general, most respondents across countries expressed distrust in local leadership and considered them as people who do not keep their promises. In Tunisia, focus group participants expressed resentment about local leadership that are not originally from the region where they are appointed.

In Yemen, it was noticeable that the average score for the satisfaction of the level of response and representativeness is higher than in OPT and Tunisia, whereby some participants

considered that the local leadership could possibly have good intentions but they significantly lack appropriate resources to implement demanded projects and respond to community needs. This could be explained by the fact that most of the focus group participants in Yemen were illiterate women from rural and marginalized areas, which probably makes them less aware of the roles and responsibilities of the local leaders. This perception was also noticeable in OPT, especially by two women who are / used to be members of municipality councils. In Tunisia, this perception was mainly mentioned by young men and women.

On the gender issue, women across the countries tended to consider that they are not listened to because of their gender; quotes such as “If I were a man, they would have responded to me”, were common across the groups. Feelings of marginalization and discrimination are overwhelming. Some participants pointed out that this attitude towards women has cultural roots in the tradition of Arab societies. Perceptions of favoritism and corruption were not unusual in many of the groups, especially in Morocco, Tunisia and OPT Gaza.

In Morocco, and specifically in Marrakech, there was a relatively high number of respondents who expressed their satisfaction with the level of responsiveness and representativeness of local leadership. A bit less than half the participants said that they are satisfied with some improvements still needed (score 2)<sup>7</sup>. The reason for that, according to the consultant who developed the baseline report in Morocco is that local leadership in Marrakech is more attentive to people needs and the presence of women within it is growing. Yet, participants considered that women issues are not properly addressed and local authorities do not consider them as a priority.

When asked about the priorities that local leadership should give particular attention to, most respondents across the countries expressed the need for job creation projects and basic service provision, such as water, electricity and medical services.

It is to be noted under this theme that Tunisia was the only country where males were included in the focus groups. In this country as well, there were responses refusing that women occupy public positions; “as put by one participant, the normal place for a woman is her house; I don’t want to see women occupy the position of a Mayor for example”. There is no indication whether the participant who expressed this opinion was a male or a female, yet this shows that there is some sort of reluctance, probably due to distrust, with regards to the capacity of women to undertake leadership positions.

With regards to women and leadership, many respondents expressed their satisfaction with women being members of local leadership structures, as well as the representation of women and their responsiveness to their needs and demands, especially in Morocco and Yemen. In

---

<sup>7</sup> The profile of Marrakech focus group participants is very diverse, thus no conclusions can be drawn about potential linkages of educational background or any other element and perceptions about responsiveness.

Tunisia and OPT, satisfaction rates are lower than other countries, but higher than scores of the other two themes (awareness on the level of responsiveness and representativeness and communication channels).

In general, focus group respondents across the countries acknowledged the importance of women participation and voiced out their satisfaction with the representation of women in leading positions. Many of them consider that women's representation in local leadership structures help women voices to be heard and their needs to be fulfilled. However, some focus group respondents are dissatisfied with the weakness of female leaders; as put by one participant in West Bank OPT, "Unfortunately, representing women's needs by women is still weak because women are not qualified". Their representation in the councils remains virtual and ineffective. For some, they also work for their own interests and do not respond to their constituencies' needs. In that sense, they are not better than men: "We do not sense the difference between having female or male members in the council. Both men and women think in the same way." This was also pointed out by some participants in Morocco who considered that some women leaders reproduce the same scheme of domination and non-responsiveness and perusal of personal interests as men when they reach leading positions.

Finally, with regards to the third theme, most respondents expressed their dissatisfaction about the communication channels made available for women to communicate their needs and demands to their local leaders, except in OPT West Bank, where the average score equaled 1.47, a relatively acceptable rate compared to the others, such as Morocco for example, where more than 90% of the respondents expressed strong dissatisfaction about it<sup>8</sup>. However, the partial satisfaction in OPT is linked to nepotism, where some people are able to communicate through informal means, which increases the frustration of other groups who feel marginalized and discriminated against. In Morocco, respondents indicated that they face a lot of difficulties and challenges when they address certain demands to local leadership, especially in case of domestic violence, where they very often find themselves stigmatized and moralized.

In Yemen, respondents indicated that some sort of communication channels exist but are not formalized, and very often rely on personal connections or relatives. It is notable that many women in Yemen groups said that they would communicate with local leaders through visiting their wives, which suggests that there is a total gender segregation at the societal level in this

---

<sup>8</sup> It is to be noted that in one of the groups in Rabat (diverse profile), a number of respondents stated that they are very satisfied with the channels of communication. The consultant who drafted the baseline report in Morocco states that those belong have contacts with local leadership, and enjoy an easy access to them whenever they need it.

country, i.e. clear boundaries between men's world and women's world, which never mingle. Obviously, communication through this type of relations is more widespread in the rural context rather than in urbanized milieus, especially in Hajja. In addition, dissatisfaction is not only related to the availability of communication channels, but also to the fact that women generally abstain from engaging in any sort of public demand out of timidity and fear from family males reprisals. As put by one women in Yemen groups, "I can communicate with them {local leaders} but I feel shy, and maybe my husband would divorce me".

In Tunisia, communication channels are also weak, out of distrust and hopelessness, where focus group respondents mainly considered that their demands will not be met anyway and that there is nothing to motivate them in that sense.

### **Conclusion**

Based on the focus group findings, one could say that there are large similarities among countries when it comes to the general situation of women participation in politics, despite the undeniable presence of some country-specific characteristics, mostly visible in Yemen, which lays behind the rest of the countries when it comes to women empowerment and participation.

These focus groups have shown that women are favorable to a greater participation of theirs in the decision making, yet are still under-represented in the local authority structures. In addition, local leadership across countries still lack sustainable mechanisms to adopt an inclusive system of complaints and response which women can use to communicate with their leaders. They have also shown that women issues are not yet on the national and local agendas for development, despite of the slight breakthrough that have taken place in that sense. The revolutions which have arisen in certain countries did not bring any concrete change to the general situation of women; in some cases, this caused an increased despair resulting from high expectations that were aborted by the course of things.

**5- Indicator # 2: Expression of increased interest of women in participating in political processes by end of program.**

Because both indicators 1 and 2 had focus groups as the data collection tool, information about these indicators was collected during the same set of focus group, explained in section 1 above. However, the focus groups were divided into two parts, one for each indicator. A different set of questions and scoring exercise were developed for each part.

For this indicator, the focus groups intended to generate information about the participation in political processes. The focus group discussion guide consisted of four themes as follows:

1. Interest in exercising the right to vote
2. Interest in participating in political organizations / activities
3. Interest in participating in civil society organizations / women organizations
4. Interest in participating in civic activities

For the scoring exercise, participants were asked to provide their satisfaction rates on a scale from 0 to 3 as follows:

- 0 = not satisfied at all*
- 1 = fairly satisfied but great improvement is necessary*
- 2 = satisfied with still some improvement necessary*
- 3 = very satisfied*

**Main Findings**

The tables below show the average scores based on the respondents' frequency per theme.

**Table 5: average score per theme in OPT**

<b>OPT</b>	<b>West Bank</b>	<b>Gaza</b>
Interest in exercising the right to vote	2.2	1.9
Interest in participating in political organizations / activities	1.8	1.4
Interest in participating in civil society / women organizations	2	2.1
Interest in participating in civic activities	2.4	2.3

**Table 6: Average score per theme in Tunisia**

<b>Tunisia</b>	
Interest in exercising the right to vote	1.9
Interest in participating in political organizations / activities	1
Interest in participating in civil society / women organizations	2.4
Interest in participating in civic activities	1.9

**Table 7: Average percentages per theme in Morocco**

<b>Morocco</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>3</b>
Interest in exercising the right to vote	35.3%	6.2%	6.0%	52.5%
Interest in participating in political organizations / activities	82%	0.30%	0%	17.70%
Interest in participating in civil society / women organizations	32%	0%	0%	68%
Interest in participating in civic activities	43%	0%	0%	57%

**Table 8: Average scores per theme in Yemen**

<b>Yemen</b>	
Interest in exercising the right to vote	2
Interest in participating in political organizations / activities	1.06
Interest in participating in civil society / women organizations	1.25
Interest in participating in civic activities	1.22

The tables show that in all four countries, the lowest scores are for the interest in participating in political organizations and activities. Highest scores vary from a country to another. It is to be noticed that in Morocco, answers varied between scores 0 and 3 in most of the focus groups, which means that respondents were either completely uninterested or extremely interested.

For the first theme (interest in exercising the right to vote), there was a significant interest expressed in the focus groups for the right to vote – possibly due to recent political changes which might have given people hope in change. Across the groups in Yemen, especially in Taaz, women expressed their interest in exercising their right to vote in order to “make their voices heard”. Yet, some respondents indicated that they don’t trust the election process, and

expressed feelings of hopelessness and helplessness. There are no significant differences between willingness to vote in municipal or legislative elections.

In OPT, focus group respondents considered that voting is a right that they should exercise; as put by one participant in West Bank, "participation in the election means that I exist". For many of them, participating in the political process is necessary so that their demands are fulfilled and the society can prosper. In Gaza, respondents considered that participating in elections can make change happen. Respondents who expressed disinterest in voting considered that nothing has been done as a result of the previous elections, specifically regarding women and youth issues. They expressed feelings of disillusion and disappointment, which will be translated in vote abstention in any future elections, they said; "I do not want to go through this experience again. The leaders disappointed me; they promise us to change the system but all we get is being marginalized."

In Morocco, many respondents, especially in urban milieus did not express interest in participating in the elections, for the same reasons of disappointment and resentment explained above. Those who expressed high interest are hopeful that their expectations will be met in the future. In Marrakech, the focus group was held with female local leaders and civil society activists, thus they expressed high interest in exercising their right to vote, yet they did acknowledge the general situation of disillusion and hopelessness in the society.

In Tunisia, most responses were similar to the ones in the rest of the countries, but it is worth noting that a groups of active women expressed enthusiasm about the participation in elections and considered that abstention should be sanctioned.

As for the second theme – participation in political activities – most focus group respondents did not express interest in undertaking any active political activity.

In general, focus group respondents in all four countries were favorable to women joining political parties, yet many of them said that they would not personally engage in this type of activities. It is to be noted that some of the respondents were already active members of political factions. One of them in OPT says: "I am a member in a political faction. I did so because I believe that there is hope that women's rights can be fulfilled through their programs. I really hope that the people in charge in those organizations would help solve women's problems." On the other hand, many respondents expressed distrust about political parties, and considered that they work for their own interests. Issues of corruption, favoritism, patriarchal mentality and ineffectiveness were recurrent across the groups in various countries. Thus, many respondents indicated that they would not want to join political parties to avoid being part of such misbehaviors. In OPT, one of the participants was previously an active member in a political faction but has quit, "because the faction's leaders adopted programs for their personal agenda." Many of the participants also considered that political parties have failed to integrate women and youth issues into their programs. The issue of political divisions came up during the focus groups in OPT. Participants said that they don't like to join parties because they caused fragmentation to the Palestinian society. This was also mentioned in



Yemen. In Morocco, some of the participants indicated that women do not have time to engage in such activities due to their family commitments, which causes the obvious distance between women and politics, in addition to the distrust and resentment which politics inspire to many of the respondents, as shown in the focus groups. In Tunisia as well, reasons for the absence of women from political arena are related to a general widespread culture according to which women should not mingle with men. Among reasons identified by respondents in Yemen for the disinterest in participating in political organizations, distrust in political parties, ignorance of their role and opposition of family were mentioned. Those who are enrolled in political parties have followed their husbands, while a minority of them come from traditional political families.

In the third theme – interest in participating in civil society organizations, focus group respondents expressed the highest level of interest to enroll in such organizations, as well as women organizations, and this was visible in Tunisia, Yemen and Morocco.

Across the groups, civil society organizations were considered closer to women; it constitutes a sort of “balance between the political and the social parts” (OPT - Gaza participant). CSOs are perceived better than political parties and governments, mainly because they are responsive to women’s needs. Women across countries considered that their voices can be better heard through civil society organizations in addition to the financial aid or any sort of assistance they could receive from them. Despite of that, some women indicated that the way society views female members in CSOs is mostly negative, because it breaks the norms and traditions. Civil society organizations are considered as job opportunities for many women, as well as a place for the enhancement of their capacities, knowledge and skills. It builds the personality of women, increases their self-confidence and raises their awareness of issues that matter for them, as indicated by many women in Tunisia. This was also mentioned in OPT groups. In Yemen, focus groups showed that there is a lack of understanding of the real role of civil society organizations, which was mainly reduced to charity and aid. Only few participants spoke about the benefit of CSOs in terms of awareness raising and economic opportunities. In Morocco focus groups, there was a high concentration of women who are already active in civil society organizations; they expressed satisfaction and gratitude for these organizations which have helped and supported them, and where they always feel valued and appreciated.

Finally, the last theme under this indicator– interest in participating in civic activities – had relatively high scores, especially in OPT, where it has the highest average score based on the frequency of respondents. On that note, it is worth noting that signing a petition seems to be a common activity for respondents in OPT, who acknowledged the importance of such a measure to “put pressure on representatives in order to achieve what we want”, as put by one participant. In Yemen, on the contrary, most of the respondents never signed a petition nor did they undertake any similar activity, except for very few of them who did sign a petition for a social development program. For many of them though, it was a good lobbying measure, as well as a way to shed light on urgent issues that remain unknown. However, social taboos considerably hinder women in their exercise of such civic activities in Yemen, the focus groups have shown. In Tunisia, most participants considered that these activities, especially signing

petitions, are important and could have a positive result, yet very few of them have previously taken part in any.

In Morocco, the focus groups showed that women in urban milieu are more exposed to all sorts of civic activities compared to women residing in rural milieus, who are usually busy performing their traditional roles and duties. Women in the Rabat focus groups also mentioned that they are afraid of taking part in such activities because of potential reprisals by the government and police forces, while participants in Marrakech and Errachidia indicated that they do participate in civic activities on regular basis and have been able to foster change<sup>9</sup>.

### **Conclusion**

For this indicator, focus groups have shown that women in general remain divided when it comes to proactively undertaking concrete measures to participate in the public arena. While most participants expressed a high level of interest to exercise their right to vote, the interest significantly decreases when they are asked about their potential enrollment in political parties. This reflects the compliance of women to the traditional distribution of gender roles, as well as the self-perception of women about their personal capabilities in this regard, which explains the high scores of disinterest. Having said this, the focus groups have shown that women are relatively interested to participate in civic activities such as signing petitions mainly – maybe because of their random nature thus they do not necessitate a long-term commitment – which shows that their level of awareness and interest in being actively involved in social change is increasing. Civil society organizations (CSOs) do constitute an alternative place for women to mobilize and act, yet in most of the cases, there are considerable lacks in advocacy and lobbying skills, and CSOs are still perceived as charity organizations and service providers by many women, across the countries, but more prominently in Yemen. Only in OPT, CSOs were perceived as a place where women are educated and their awareness raised on issues pertaining to their lives and rights in general, in addition to the provision of services.

---

<sup>9</sup> Unfortunately, there are no examples of such activities indicated in the baseline report.

**3- Indicator # 3: % of targeted organizations who have improved capacity in relation to organizational development by end of program.**

For this indicator, the data collection tool was a customized organizational assessment instrument (Annex 3), the Adapted Transparency and Participation Tool (APATT) which aims to measure how organizations are doing their advocacy work, how they are collaborating with other organizations, coalitions and networks and how they have increased their ability, knowledge, resources and actions to influence change. The APATT is a participatory tool and involves the members of the organizations through a group discussion and debate.

The tool covers three dimensions of organizational capacity to influence change:

**Participation / influence in governmental processes**

**Advocacy strategy development**

**Constituency participation and representativeness**

These dimensions are placed in a table of 3 columns (A to C). Each of these dimensions is divided into five levels of capacity, on a scale from 1 to 5, with level 1 indicating the lowest capacity and level 5 the highest. At each level, the tool provides statements that describe the performance, features and results of the advocacy work of the organization. The levels are intended to be cumulative, as it is assumed that what is happening in level 1 will carry on happening when an organization moves onto level 2 and so on.

**c. Description of data collection**

In Tunisia, 4 partner organizations were interviewed for this tool, in 3 different regions. The tool will be administered to other organizations after these are identified.

The organizations are the following:

- League for Tunisian female voters – Qalibya branch
- League for Tunisian female voters – national branch
- Tunisian Association for Democratic Women – Soussa
- Association of Tunisian Women for Research on Development – National branch

A focus group was conducted with the team of each of these organizations, where they were asked to identify and agree altogether on the level from 1 to 5 for each dimension.

In Yemen, the tool was administered for three partner organizations only, in three different regions. A general meeting was conducted in each of these organizations, where they were asked to identify and agree altogether on the level from 1 to 5 for each dimension.

The organizations are:

1. The Federation for Yemen Women – Taaz
2. The federation for Yemen Women – Hajja
3. The National commission for Women – National office

In Morocco, the tool was administered for 4 partner organizations in four targeted regions, as follows:

1. Democratic League for Women’s Rights (LDDF) – Rabat
2. Democratic Association for Morocco Women (ADFM) – Casablanca
3. Ennakhil Association – Marrakech
4. Third Millenium Association for the Development of the South-East Community Work (ATMDAS) – Errachidia

For each of these organizations, interviews and focus groups were conducted with a number of homogeneous sub-groups, such as leadership, coordinators and officers, and social workers. A debate group was then organized to reach a consensual rating in case of discrepancies across the sub-groups.

In OPT, 32 women organizations and clubs were interviewed in different locations in West Bank and Gaza strip. Out of these 32, there are 3 networks that encompass a number of organizations.

The list of interviewed organizations is enclosed in Annex 5.

#### d. Main Findings

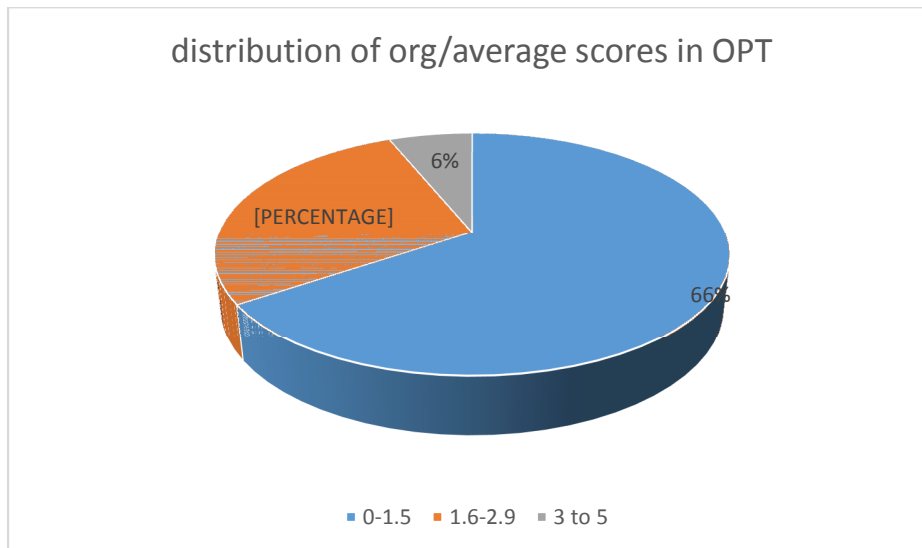
The table below shows the scores of each organization in Tunisia, Yemen, and Morocco. OPT organizations will be presented in a different chart below due to their large number.

Dimension	Morocco				country average	Yemen			country average	Tunisia				country average
	LDDF	ADFM	Ennakhil	ATMDAS		FYW - Taaz	FYW-Hajja	NCW		LTFV-Qalibya	LTFV-national	TADW-Soussa	ATWRD	
# 1: PARTICIPATION / INFLUENCE IN GOVERNMENTAL PROCESSES	4	4.5	5	4.5	4.5	3	3	4	3.3	1	2	1	3	1.75
# 2: ADVOCACY STRATEGY DEVELOPMENT	5	5	5	5	5	2	2	4	2.7	2	3	2	3	2.5
# 3: CONSTITUENCY PARTICIPATION AND REPRESENTATIVENESS	5	4	5	5	4.75	3	2	2	2.3	2	2	2	3	2.25
<b>Average</b>	<b>4.7</b>	<b>4.5</b>	<b>5</b>	<b>4.8</b>	<b>4.8</b>	<b>2.7</b>	<b>2.3</b>	<b>3.3</b>	<b>2.8</b>	<b>1.7</b>	<b>2.3</b>	<b>1.7</b>	<b>3.0</b>	<b>2.2</b>

OPT				
	D 1: PARTICIPATION / INFLUENCE IN GOVERNMENTAL PROCESSES	D 2: ADVOCACY STRATEGY DEVELOPMENT	D 3: CONSTITUENCY PARTICIPATION AND REPRESENTATIVENESS	Average per org
org1	0	1	1	0.7
org2	0	1	1	0.7
org3	0	1	2	1.0
org4	0	1	1	0.7
org5	0	1	1	0.7
org6	0	1	1	0.7
org7	0	0	1	0.3
org8	0	2	1	1.0
org9	0	1	1	0.7
org10	0	1	1	0.7
org11	0	1	2	1.0
org12	0	2	2	1.3
org13	0	2	3	1.7
org14	0	2	2	1.3
org15	0	1	1	0.7
org16	0	2	2	1.3
org17	0	1	1	0.7
org18	2	3	2	2.3
org19	1	3	4	2.7
org20	3	4	4	3.7
org21	1	3	2	2.0
org22	1	2	3	2.0
org23	1	3	2	2.0
org24	2	3	4	3.0
org25	0	3	4	2.3
org26	0	1	2	1.0
org27	1	2	3	2.0
org28	0	2	1	1.0
org29	0	2	2	1.3
org30	2	3	1	2.0
org31	0	2	2	1.3
org32	1	1	2	1.3
<b>ave</b>	<b>0.46875</b>	<b>1.8125</b>	<b>1.9375</b>	<b>1.406</b>

The tables above show that Morocco organizations had very high scores (close to 5) while OPT organizations had very low scores. It is to be noted that the organizations interviewed in Morocco, Yemen and Tunisia are AMAL partner organizations, while in OPT, they are grassroots organizations that will be targeted by the programme, which makes all the difference. Among partner organizations, Morocco has the highest score on this tool, while Yemen has the lowest.

The chart below shows the distribution of organizations based on their average scores in OPT.



The chart above shows that more than 90% of surveyed organizations in OPT have average scores lower than 3 on all three dimensions of tool 3. This means that these organizations are facing considerable challenges in terms of advocacy work and networking for influencing change.

The table below shows the country averages per dimension.

	Morocco	OPT	Tunisia	Yemen
<b># 1: PARTICIPATION / INFLUENCE IN GOVERNMENTAL PROCESSES</b>	4.5	0.5	1.8	3.3
<b># 2: ADVOCACY STRATEGY DEVELOPMENT</b>	5	1.8	2.5	2.7
<b># 3: CONSTITUENCY PARTICIPATION AND REPRESENTATIVENESS</b>	4.75	1.9	2.3	2.3
<b>COUNTRY AVERAGE</b>	4.75	1.4	2.2	2.8

### **Dimension 1: participation in governmental processes**

The table shows that the first dimension has the lowest score in 3 out of 4 countries (except for Yemen), with the lowest score in OPT. This generally reflects the difficulties faced by most civil society organizations in the Arab world to outreach to the government on one hand and acquire proper advocacy skills to lobby and pressure governments on the other. To be fair, one must say that this is not something that organizations are solely responsible for; it also has to do with the nature of the governments in the region and the relations within power institutions as well. This seems to be particularly difficult in OPT, with 22 out of 32 organizations scoring 0 on the first dimension, probably because of Israeli occupation and divisions inside the Palestinian Authority. The organizations themselves indicated that they don't have good contacts or relations with the government. They said that the government shares information with them for its own interest not for the interest of citizens. In addition to that, they said that decision makers show willingness to debate and discuss ideas and issues, yet fail to bring them into action. In other words, there is very limited participation of Palestinian NGOs with the government, thus they almost have no influence on its processes. In Tunisia, organizations deplored the fact that the government only deals with supporting organizations and tends to alienate those which have progressive agendas.

In Morocco, which has the highest score under this dimension, organizations indicated that they have established very strong relations with governmental institutions. Local organizations have succeeded in making themselves heard at the governmental level through the proposition of many draft laws, yet acknowledge the difficulty which exists at this level, mainly pertaining to the willingness of the government and the level of openness it shows toward civil society, which are not always optimal.

Only in Yemen, the first dimension had a general average of 3.3, higher than the average scores of other dimensions and of the national average.

In fact, the Federation of Yemen Women (both Taaz and Hajja branches) sit on the executive council of their respective departments, thus are well positioned at the local government level to promote women's rights and advocate for change. They indicated that they have succeeded in putting some of the most urgent women issues on the agenda of the executive councils, such as the women quota and early marriage. In Taaz, they have succeeded in having three female candidates running for a position similar to that of the mayor (عاقل الحارة), after it had been exclusively considered as a male milieu. In addition, the National Commission for Women is a governmental institution in charge of women related policies and has succeeded in introducing gender policies to the national agenda.

## **Dimension 2: Advocacy strategy development**

Regarding the second dimension, Morocco has the highest scores and OPT the lowest. Except for the first dimension where Yemen has the highest score, Yemen and Tunisia have very similar scores on both the second and the third dimensions.

In OPT, the score was higher than for dimension 1, yet is still relatively low. Members attended many trainings, courses and workshops about laws and human rights. Many of them said that as a result of these courses, they have learnt new information and their level of awareness about advocacy has thus increased.

In Yemen, it seems that the understanding of the dimension is somehow limited and narrative information provided is vague and misses the point. Thus little can be said about the rationale behind the score. The same applies for Tunisia, where information was more related to networking and production.

In Morocco, the field work reveals a certain level of experience among partner organizations with regards to advocacy work and activities. All organizations have given the highest rate for this dimension.

## **Dimension 3: Constituency participation and representativeness**

Here again, Morocco has the highest scores and OPT the lowest. Yemen and Tunisia have very similar scores.

In OPT, most constituents of organizations surveyed are women. The organizations identify their priorities based on the needs of their constituents, but very few organizations have formal structures where different groups are represented.

In Morocco, the high score (4.6) suggests that partner organizations have well established and functional mechanisms to ensure a regular participation of their constituents and a high level of representativeness. Lower scores among partners result from the fact that some of them do not have empowerment programs specifically aiming at mobilizing women to gather in autonomous structures and become full fledged partners. Women are only approached to collect information or to undertake training on leadership or gender budgeting, it is indicated.

In Yemen, partner organizations do not master the use of tools and mechanisms to better connect with their beneficiaries and stakeholders in order to understand their priorities and needs. While partner organizations have a comparative advantage of being present in various regions, this lack of mobilization skills is somehow hindering their ability to take full advantage of this presence.



Finally, in Tunisia, organizations indicated that they face challenges with regards to the mobilization of their constituents. In addition, organizations considered that there is a lack of interest in targeting women youth groups.

## **Conclusion**

For this indicator, it is important to note that the targeted population on which the tool has been administered is not fully homogeneous across countries. While in Morocco, Yemen and Tunisia, the tool was administered to partner organizations which will eventually work on the AMAL programme, the organizations surveyed in OPT will be the real beneficiaries of the programme. Thus, the differences that can be observed in the scores and averages of countries should not be strictly considered as such.

Having said this, the findings under this tool show that organizations still lack basic knowledge and skills about advocacy and lobbying, and suffer from distant relations with the government, although they are not the only party responsible for this distance, one must say. The ability for these organizations to communicate with, mobilize and positively inspire their constituencies also remains limited in most of the cases. Thus, there is a need for various organizations in targeted countries to improve their advocacy and lobbying capacities in order to better influence change in favor of gender justice and women's rights. This necessitates a panoply of new skills that organizations would need to acquire, favoring a holistic approach to learning rather than a fragmented delivery of training sessions with no visible linkages, in order to transform the way these organizations do their jobs, for a better chance to foster change.

**4- Indicator # 5: % of Oxfam country offices and partners organizations that show improvement in knowledge, skills and tools on transformative leadership by end of program.**

For this indicator, the data collection tool was a customized organizational assessment instrument for Women Transformative Leadership (Annex 5) aiming at measuring the level of commitment to women transformative leadership within targeted organizations – including Oxfam country offices – inside each country.

**c. Description of data collection**

The table below shows the research activities undertaken for gathering information about this tool.

<b>Country</b>	<b>Organizations targeted</b>	<b>Interviews conducted</b>
Morocco	Democratic League for Women's Rights (LDDF)  Oxfam Country Office	Separate interviews with LDDF president, Program coordinator and social worker  Separate interviews with the program manager, the financial officer and the associate country director  Interview with the program manager
OPT	Oxfam Country Office Miftah WCLAC WAC PWWSO	One group session with representatives of all five organizations
Tunisia	Oxfam country office  League of Tunisian voters – Qalibya  League of Tunisian voters, national branch	Group meeting with the Maghreb Director, Associate Maghreb director, AMAL program manager, program manager, and financial officers  Group meeting with social workers, branch manager, project coordinator and administrative and financial officer  Group meeting with the president, vice president, members, program coordinator, project coordinator, administrative and financial officer, and social workers

	Tunisian Organization of Democratic Women – Soussa	Group meeting with members of executive bureau, a project coordinator, a volunteer and Soussa branch manager
	Association of Tunisian Women for research on development	Group meeting with the president, 2 former presidents, members, project assistant and administrative and financial officer
Yemen	Oxfam country office Federation of Yemen women – Taaz Federation of Yemen women – Hajja National commission for Women, Sanaa	Group meetings with a number of members and staff – with various hierarchical positions inside the organizations

**d. Main Findings**

The table below shows the scores per component per organization, as well as the general averages for each organization in each country. It is to be noted that there were no scores given to organizations in Morocco, thus, only the narrative information provided in the interview summary will be included in the country and regional analysis.

Country	Yemen				OPT					Tunisia				
	OXFAM - Sanaa	Federation of Yemen Women - Taaz	Federation of Yemen Women - Hajja	National Commission for Women	OXFAM - Ramallah	WCLAC	WAC	PWWSD	MIFTAH	OXFAM - Tunis	League of Tunisian females voters - Qalibia branch	Tunisian Association for Democratic Women - Soussa branch	League of Tunisian females voters - national office	Association of Tunisian Women for Research on Development
Power	1.9	0.4	0.1	1	1.9	1.3	1.3	1.7	1.4	2	0.9	1.4	2	1.9
Principles	2	0.5	0.5	1.3	2.5	2.2	1.8	2.0	1.8	2.5	1.3	1.3	1.8	1.7
Politics	2	1.5	0.5	1.5	2.5	2.5	2	2.0	0.5	2	1.5	2.0	2.5	2.5
Practices	2.4	1.5	1.4	1.5	2.6	2.4	2.16	2.2	2.5	2.33	1.5	1.5	2.2	1.8
<i>Vision</i>	3	1.7	1.7	2.3	2.7	2.3	2.3	2.3	2.3	NA	NA	NA	NA	NA
<i>Political work</i>	2	1.7	1.4	2.0	2.7	2.7	2.3	2.7	2.7	NA	NA	NA	NA	NA
<i>Strategic work</i>	2.3	1.3	1.3	1.0	2.3	2.5	2.25	2.3	2.3	NA	NA	NA	NA	NA
<i>Relationship work</i>	2.3	2.5	2.3	1.8	2.3	2.5	2.5	2.5	2.3	NA	NA	NA	NA	NA
<i>communication work</i>	2.0	0.7	0.7	0.7	2.7	1.7	1.33	1.0	2.3	NA	NA	NA	NA	NA
<i>Resourcing work</i>	2.3	1.4	1.4	1.0	2.7	3.0	2.33	2.0	3	NA	NA	NA	NA	NA
<i>managerial work</i>	3	1	1	1.5	3.0	2.3	2	2.5	2.5	NA	NA	NA	NA	NA
Self	1.2	0.5	0.4	1.2	0.7	1.8	1.8	2.3	1.2	1.8	1.0	1.2	1.3	1.3
Total	9.5	4.4	2.9	6.5	10.1	10.2	9.1	10.3	7.3	10.6	6.2	7.4	9.9	9.1
Average	1.9	0.9	0.6	1.3	2.0	2.0	1.8	2.1	1.5	2.1	1.2	1.5	2.0	1.8

\* In Tunisia, there are no scores provided to the sub-sections under the practices component.

The table shows that 8 out of 14 organizations have average scores higher than 1.5, including the three Oxfam country offices interviewed in Yemen, OPT and Tunisia. On the local level, the most performing organizations are in OPT (3 of 4) and Tunisia (2 of 4). Yemeni organizations have the lowest averages, less than 1 for the Federation of Yemen Women, in both Taaz and Hajja.

The table also shows that the Power component has a low score across organizations across countries, even in organizations that have relatively high scores, such as WCLAC, WAC and PWWSD in Palestine. This is also visible in Morocco where organizations, including Oxfam, did not refer to the different faces and dimensions of the power as elaborated in the Women Transformative Leadership theory. It is to be noted that the understanding of this component varies from an organization to another and across countries; in Tunisia for example, there is no reference to the dimensions and faces of power as defined in the original tool, even not by the consultant facilitating the interview and reporting the findings, but power is rather taken in its strict meaning related to the relations of authority and hierarchy. In Palestine, most of the organizations indicated that they have underwent related trainings, yet the concept has not yet been fully assimilated at the organizational level. In Yemen, the country team is aware of the definition of the component, but organizations do not make any reference to the dimensions and faces of power, which probably means that they have not yet been exposed to this knowledge.

Another low score – the lowest – goes to the Self component, as only 4 out of 14 organizations across countries had scores higher than 1.5, including Oxfam country offices in Yemen and OPT. Only 4 organizations had scores higher than 1.5, 3 of them are in OPT. Having said this, it is to be noted that all four partner organizations in OPT considered that the sub-component 5.2 (Level of knowledge / familiarity with the concept of indirect leadership of women and its causes) is not clear and did not understand what “indirect leadership of women” means, yet a score of 2 was still given to this sub-component, based on evidence related to “context analysis and interventions”. This possibly suggests an uninformed over-rating of this sub-indicator in the case of OPT partner organizations – which had the highest scores under the Self component. In OPT, most organizations – except for Miftah – provide support for emotional balance and self-esteem to their staff and members, yet not all of them do it in a systematic and structured manner, except for Oxfam, which apparently explicitly included it in the HR manual. This specific support is very limited in Yemen, while in Tunisia, there are no specific indications about it in the baseline report.

In the case of Morocco, interviewed members of the partner organization (Democratic League for Women’s Rights) mentioned that they have access to structured support to deal with issues of personality, emotional balance and self-esteem while staff of Oxfam country offices did not specifically mention this sort of support. Rather, some Oxfam staff deplored the fact that they don’t have a personal development plan, while others indicated that they have annual performance appraisal which includes a personal development plan and learning.

Regarding the Values and Principles component, 5 organizations had scores lower than 1.5, with 2 of them - in Yemen – scored only 0.5. The general average for this component is 1.7. Knowledge about link between gender justice and social justice is relatively well-known in most of the organizations, except for the Federation of Yemen Women in Taaz and Hajja, where it is clearly indicated that they lack this understanding. Other local organizations in the rest of the countries are well aware of it, along with Oxfam country offices in all four countries. However,

members of the Oxfam country office in Yemen have limited knowledge about it, and there are no regular orientation trainings about it taking place for new employees.

In all Oxfam and partner organizations, there exists measure and processes to enhance women to achieve balance in different aspects of their lives, but in many cases, these processes are not written. All staff in all organizations have equal access to self-development, except in cases where employees have their own limitations, mainly regarding the mobility, as is the case in Gaza, or the language. As for the equal rights, staff members in all organizations said that they don't have issues in this regard, yet Oxfam employees indicated that there are differences between remuneration of local and expatriate staff. All organizations are committed to guarantee that the different generations present in the organization have the space and opportunity to make their voices heard, although in some cases, there are no clear mechanisms in that sense. Finally, on mechanisms to cover the gaps between the beliefs and practices of the organization, most organizations considered that they are committed to general values and principles of human rights, democracy and gender justice, while most of the local Palestinian NGOs indicated that this is being done in an informal manner.

Regarding the Politics component, 5 out of 14 organizations had scores of 1.5 and less; the average score of the component is 1.8. Most organizations indicated that they do undertake gender analysis for their programs and interventions, especially when donor organizations specifically require it as a pre-requisite for funding. Many organizations, especially in OPT have this policy in their strategic plans, while Oxfam country offices present some variations from a country to another. For example, the assessment indicates that Oxfam country office in Morocco does not have a systematic gender analysis of its programmes while Oxfam country office in OPT has a series of documents to ensure that this is done at the organizational level. In Yemen and Tunisia, it is indicated that the concept is new and has not yet been fully grasped by staff. The baseline report in Morocco considers that there is a general lack of gender equality action plans in most of the Moroccan civil society organizations, including those working on gender equality and women's rights.

While most organizations had relatively high scores under the Practices component – more specifically under the vision and the relationship work sub-components. Yet, when looking at the details under the vision sub-heading for example, one can see that a limited number of organizations has a well-established theory of change, mainly Oxfam country offices in all countries, yet in Morocco, it is not fully grasped by all staff but rather remains at the level of the leadership inside the organization. However, the assessment has shown that most of the organizations do have clear objectives, visions and missions, which are adhered to by their members and staff. This is particularly the case in OPT and Tunisia. Yemen still lays far behind in terms of vision and strategic work, especially in the case of local organizations outside Sanaa, as is the case for the Federation of Yemen Women in Taaz and Hajja.

Under the relations sub-component, none of the organizations – at least in Yemen and OPT, because Tunisia and Morocco do not have sub-scores – had a score lower than 1.8. Narrative sections in Tunisia and Morocco indicate that organizations have developed capacities in terms of networking, outreach and coalition building.

For the resourcing, the general average score (covering only Yemen and OPT) is 2.1, which shows that there are constant efforts being made to secure funding for the transformation process. Lowest scores can be observed in Yemen but one can also say that they are not very low compared with much lower averages of less than 1 in other components. Yet, many organizations indicated that they are facing major challenges to secure long-term funds, and that this part of their work is taking the bulk of their time and energy.

In this sub-component, the difference between local organizations and Oxfam country offices is significant. Many organizations do not have fundraising strategies, and lack professional human resources for fundraising, while Oxfam country office in OPT did develop fundraising strategies to encounter the consequences of the world economic crisis and sustain its programming. Palestinian organizations seem to be better than their Yemeni and Moroccan counterparts. There are no specific indications from Tunisian NGOs about this sub-component.

Finally, most of the organizations do not seem to have a clear monitoring and evaluation mechanism, except for Oxfam country offices. In OPT, organizations produce project and audit reports but do not have sustainable mechanisms to measure the impact of their interventions. The same can be said about the other countries. While some organizations indicated that they do monitor and evaluate their activities, this is rather done at the output level and in a sporadic manner, based on the availability of funds. Many organizations indicated that they lack the knowledge and skills about monitoring and evaluation. In the case of Oxfam country offices, although they do undertake monitoring and evaluation of their programs, this is not systematic enough nor does it measure the impact per se; all Oxfam country offices indicated that more work needs to be done under this sub-component.

In addition, most organizations also indicated that they don't have a proper communication strategy; the communication sub-component actually has the lowest average (1.5) among the practices sub-components, which shows that this is a serious obstacle for many organizations, at least in Yemen and OPT, for no scores were provided on this in Tunisia and Morocco. Only 2 of the Oxfam country offices (Yemen and OPT) have a clear communication strategy, while the Oxfam country office in Tunisia as well as the League for Tunisian female voters indicated that they are currently in the process of developing a communication strategy. While new information and communication technologies such as social media are currently being invested, almost all organizations stated that more efforts need to be deployed in that sense.

## **Conclusion**

In most of the cases, there are significant variations between Oxfam country offices and local organizations. This is particularly the case in Yemen, while in OPT, scores of Oxfam and local partner organizations are almost equal. It is to be noted in this context that Palestinian NGOs have developed a common code of conduct and a series of manuals, which also explains why all of them have relatively high rates in many sub-components. It is difficult to draw concrete conclusions about Morocco and Tunisia for the lack of scores and breakdown scores respectively, and for the limited narrative information provided.

In more general terms, one can say that all organizations are committed to gender justice and women's rights, yet many of them do lack certain skills and knowledge in order to better perform their duties. Shortcomings are very varied from a country to another, Yemen being definitely the country with the lowest scores, but all countries generally present common areas where there are significant challenges and weaknesses. These can be summed up as follows:

- Knowledge
  - Dimensions and faces of power
  - Link between gender justice and social justice; although many organizations have it as a conceptual understanding, their employees cannot properly articulate it when asked about it
  
- Skills
  - Communication strategy and practices
  - Fundraising strategy and proposal writing
  - Strategic planning
  - Monitoring and evaluation
  - Gender analysis and transformative leadership



## **Recommendations**

Specific and actionable recommendations that the Consultant had come up with based on the baseline country reports can be divided into two different sets as follows:

- 3- Recommendations related to future research
  - a. It is recommended for any baseline or evaluation research to be conducted in the future that the design team provides more technical assistance to country teams and field workers throughout the data collection, not only in a single training, to help them use the tools and address any misuse or misunderstanding in a timely manner. It would be easier as well if the team who designs the tools eventually develops the consolidated regional report, because they would know better the purpose of the tools and their variations.
  - b. In addition to the general training provided on the various tools, it would be beneficial if Oxfam could facilitate a professional focus group training, especially for moderation and analysis of findings, to help country teams better use this powerful tool in a more optimized manner, which could help generate more in-depth information on the subject matter.
  
- 4- Recommendations related to the AMAL programme
  - a. The AMAL programme should include in its capacity-building component specific trainings on monitoring and evaluation, advocacy strategies and tools, and communication and outreach. All of these topics would considerably benefit from a specific training component on the focus group methodology, which would help partner organizations assess the behavioral change that would occur to their beneficiaries and stakeholders as a result of their interventions.
  - b. It is important that Oxfam and partner organizations in Yemen, Morocco and Tunisia identify a preliminary list of beneficiary organizations and conduct additional baseline research using tool 3 (APATT) in order to complete the baseline data with regards to the third indicator. Otherwise, there will be difficulties proceeding to the evaluation, especially in Morocco, where rates are already very high, which will eventually show that no improvement could be reported. This is also important to homogenize the baseline information with OPT, where partner organizations were not part of the assessment.

## **Annexes**

**Annex 1: Scoring exercise and focus group discussion guide for tool 1**

**Annex 2: Scoring exercise and focus group discussion guide for tool 2**

**Annex 3: Adapted Transparency and Participation Tool (APATT) for tool 3**

**Annex 4: Capacity and Commitment to Women Transformative Leadership for tool 5**

**Annex 5: List of organizations surveyed under indicator 3 in OPT**

# Annex 1: Tool 1 focus group discussion and scoring exercise - levels of responsiveness and representativeness of local leadership

## 1. INTRODUCTION

### Presentation of the tool and of the participants

- Presentation of the person facilitating the focus group
- Presentation of the Tool:
  - Objective of the tool
  - How it will be carried out
- Presentation of the participants

### Clarification of concepts (responsiveness, representativeness and leaders)

- Definition of concepts
- Providing examples for each concept
- Input from participants on the definition of the concepts
- Final joint definition of the three concepts

## 2. SCORING EXERCISE

Reply to the following questions using a scale from 0 to 3 (0 = not satisfied at all, 1 = fairly satisfied but great improvement is necessary, 2 = satisfied with still some improvement necessary, 3 = very satisfied):

### 1. Perceived level of responsiveness and representativeness: Needs and Demands

- Are you satisfied with respect to how your local leaders respond to your needs / demands?
- Are you satisfied with the local leaders' awareness / understanding of women's needs / demands?
- Are you satisfied with the importance given by the local leaders to women's needs / demands?
- Are you satisfied with how women's demands /needs are taken into consideration when your local leaders make decisions that affect women?
- Are you satisfied with the local leaders' willingness to address your needs / demands?

### 2. Women and leadership

- Are you satisfied with women being members of local leadership structures?
- Are you satisfied with how women leaders represent you and attend to your need / demands?

### 3. Communication Channels

- Are you satisfied with the channels available for you to communicate your needs / demands to your local leaders?

## 3. DISCUSSION

Considering the previous scoring exercise questions and to better understand the scoring, we will now explore more about these questions through the focus group discussion by asking the women why they feel that way and by generating debate in order to complement the information obtained from the scoring exercise. The following are possible questions to guide the focus group. You do not need to follow them strictly, just keep in mind that the information obtained is referred to the scoring exercise and will help complement it.

1. Perceived level of responsiveness and representativeness: Needs and Demands

- On how your local leaders respond to your needs / demands, why do you feel satisfied / unsatisfied?
- What implications are there for you when your local leaders are responsive / unresponsive?
- With respect to the local leaders' awareness / understanding of women's needs / demands, why do you feel satisfied / unsatisfied?
- With respect to the importance given by the local leaders to women's needs / demands, why do you feel satisfied / unsatisfied?
- On how women's demands /needs are taken into consideration when your local leaders make decisions that affect women, why do you feel satisfied / unsatisfied?
- What are the consequences of being / not being represented by your local leaders?
- With respect to the willingness of local leaders to address your needs / demands, why do you feel satisfied / unsatisfied?
- What issues do you think that your local leaders should be sensitive to?
- How would you like your local leaders to act with respect to your needs / demands?
- How would a representative leader be / act?

2. Women and leadership

- On how women leaders represent you and attend your needs / demands, why do you feel satisfied / unsatisfied?
- With respect to women being members of local leadership structures, why do you feel satisfied / unsatisfied?
- What do you think the consequences of women participating in leadership structure?

3. Communication Channels

- With respect to the channels available for you to communicate your needs / demands to your local leaders, why do you feel satisfied / unsatisfied?
- Do you know any channel / procedure to communicate your demands / requests to your local leaders?
- How would you like the process of communicating with your leaders to be?

## **Annex 2: Tool 2 focus group discussion guide and scoring exercise – Participation in political processes**

### **1. INTRODUCTION**

#### Presentation of the tool and of the participants

- Presentation of the person facilitating the focus group
- Presentation of the Tool:
  - Objective of the tool
  - How it will be carried out
- Presentation of the participants

#### Clarification of concepts (Participation in political processes)

- Definition of concept
- Providing examples for the concept
- Input from participants on the definition of the concept
- Final joint definition of the concept

### **2. SCORING EXERCISE**

Reply to the following questions using a scale from 0 to 3 (0 = not interested/ready at all, 1 = interested but unlikely to happen, 2 = interested and likely to happen, 3 = participating in political processes)

5. Interest in exercising the right to vote:
  1. Vote in the previous elections
  2. Vote in the coming elections
  3. Vote in national elections
  4. Vote in local elections
  5. Vote in community base structures
  6. Vote during other key event relevant to the country
6. Interest in participating in political organizations / activities
  7. Be a formal member of a political organization
  8. Contacted a political party
  9. Actively participate ( work, organize) in activities of a political party
  10. Passively participate (attend) in activities of a political party
  11. Donate money to a political party
7. Interest in participating in civil society organizations / women organizations
  12. Be a formal member (leader) of a civil society organization / women organization
  13. Contacted a civil society organization / women organization
  14. Actively participate in activities of a civil society organization / women organization
  15. Passively participate activities of a civil society organization / women organization
  16. Donate money to a civil society organization / women organization
8. Interest in participating in civic activities:
  17. Sign a petition
  18. Contact your representative
  19. Individually promote any initiative / petition
  20. Write a letter
  21. Make a speech before an organized group

### 3. DISCUSSION

Considering the previous scoring exercise questions and to better understand the scoring, we will now explore more about these questions through the focus group discussion by asking the women why they feel that way and by generating debate in order to complement the information obtained from the scoring exercise. The following are possible questions to guide the focus group. You do not need to follow them strictly, just keep in mind that the information obtained is referred to the scoring exercise and will help complement it.

1. Interest in exercising the right to vote:
  1. Have you voted in the last elections or are you willing to vote in the next elections? Why?
  2. What does it mean for you the right to vote?
  3. How important do you consider it to exercise the right to vote?
2. Interest in participating in political organizations / activities
  4. Are you a formal member of a political organization or do you have interest in being a member? Why?
  5. Why do you think political organizations are useful for?
  6. Who do you think are / are eligible to be part of a political organization
  7. Have you participated in political activities or plan to participate in any? Why?
  8. What do you think is the usefulness of these political activities?
  9. Do you consider it important that they be carried out?
  10. What benefits do you get from participating in these activities?
  11. Who do you think should attend these activities?
3. Interest in participating in civil society organizations (CSO/CBO)/ women organizations
  12. Are you a member in a CSO/CBO or a women organization? Why?
  13. Why do you think CSOs / CBOs / women organizations are useful for?
  14. Who do you think are / are eligible to be part of a CSO / CBO/ women organizations?
  15. What do you think are the personal benefits / costs that you would have from being a member in these organizations?
  16. What is your opinion of / CSO / CBOs/ women organizations?
4. Interest in participating in civic activities:
  17. Have you ever conveyed an initiative to your representative or do you consider doing it at some point? Why
  18. What significance does have for you to sign a petition?

### Annex 3: Tool 3 Adapted Transparency and Participation Tool (APATT)

Level	Dimension 1	Dimension 2	Dimension 3
	PARTICIPATION/INFLUENCE IN GOVERNMENTAL PROCESSES	ADVOCACY STRATEGY DEVELOPMENT	CONSTITUENCY PARTICIPATION AND REPRESENTATIVENESS
Level 5	<p><u>BENEFITS FROM RECOMMENDED CHANGES</u></p> <ul style="list-style-type: none"> <li>• Formal structures for consultation are recognized, their decisions have influence and can withstand political interference</li> <li>• Recommendations of the CSOs have led to changes in legislation and real benefits for women on the ground</li> <li>• Decision makers engage with the CSO in determining the policy agenda</li> </ul>	<p><u>STRATEGIC AND RESPONSIVE</u></p> <ul style="list-style-type: none"> <li>• Regular gender sensitive power analysis/ stakeholders dynamics and power relations and changes in context and their impact on opportunities and risks for women transformative change</li> <li>• Continuous strategic thinking adapting activities to challenges and opportunities</li> <li>• Clear recommendations for action communicated properly to identified targets</li> <li>• Strategic engagement with others through strong coalitions, with a leading role and with the participation of a wide range of actors</li> </ul>	<p><u>PARTNERSHIP</u></p> <ul style="list-style-type: none"> <li>• Constituents develop work on their own issues / lead the process of deciding what topics the Organization will address where different groups (age groups, communities, rural versus urban areas...) are able to bring in their perspectives</li> <li>• All members / groups share the ownership of the messages of the organization</li> <li>• Regular consultation through effective representative structures, bringing issues from all the perspectives of their members and reporting back to them</li> </ul>

<p style="text-align: center;">Level 4</p>	<p><u>INFLUENCE</u></p> <ul style="list-style-type: none"> <li>• There are formal consultation structures</li> <li>• There is evidence that the organization’s contribution is having influence on policy related to women transformative change</li> <li>• The government acts on the CSO’s demands leading to change in rhetoric and policy related to women transformative change</li> </ul>	<p><u>DEVELOPMENT OF STRATEGIES</u></p> <ul style="list-style-type: none"> <li>• Strong gender sensitive analysis of the political context with an understanding of the interaction of different actors and their relative power including a risk analysis</li> <li>• Strong strategies identifying appropriate methods for different targets</li> <li>• Gender sensitive recommendations are well targeted and based on solid evidence</li> <li>• Leading role setting agendas for, or forming, relevant coalitions/networks</li> </ul>	<p><u>EMPOWERING</u></p> <ul style="list-style-type: none"> <li>• Constituents play an active and informed role in assessing issues and identifying strategies to address them reflecting the needs of different groups, guided by the organization</li> <li>• Structures are representative of all groups (age groups, communities, rural versus urban areas...) and report back effectively</li> </ul>
<p style="text-align: center;">Level 3</p>	<p><u>TRANSPARENCY</u></p> <ul style="list-style-type: none"> <li>• Existence of ad-hoc forums for consultation with the CSO</li> <li>• Consultations with the government are transparent and government provides feed back to CSOs</li> <li>• Decision-makers are open to debate on gender issues and gender transformative changes</li> </ul>	<p><u>ANALYZING</u></p> <ul style="list-style-type: none"> <li>• Gender sensitive analysis of political context and stakeholders</li> <li>• Draft influencing strategies, including identification of targets</li> <li>• Recommendations are based on solid evidence and research</li> <li>• Pro-active participation in networks or coalitions</li> </ul>	<p><u>CONSULTATION</u></p> <ul style="list-style-type: none"> <li>• Constituents participate in the process of identifying and prioritizing issues</li> <li>• Have formal structures of representation / representative or structure that represent different age groups, rural versus urban areas, etc... and that allow for participation of all</li> </ul>



Level 2	<p><u>REPRESENTATION</u></p> <ul style="list-style-type: none"> <li>• Opportunities exist to provide information / position papers to the decision-makers related to gender and women transformative change??</li> <li>• The government makes information available to the CSO regarding policy design and implementation process</li> </ul>	<p><u>ENGAGING</u></p> <ul style="list-style-type: none"> <li>• Some research and discussions undertaken on issues (with a gender focus)</li> <li>• Recommendations developed</li> <li>• Attending meetings and exchange with relevant networks / organizations</li> </ul>	<p><u>AWARENESS-RAISING</u></p> <ul style="list-style-type: none"> <li>• Awareness-raising by the CSOs of systems that impact citizens and opportunities for change</li> <li>• Citizens / constituents come together in an organized way to explore issues and action or existing groups begin this discussion</li> </ul>
Level 1	<p><u>VOICE</u></p> <ul style="list-style-type: none"> <li>• NGO internally establishes policy position papers through the analysis and discussion</li> <li>• Initiation of conversation / dialogue with government</li> </ul>	<p><u>EXPLORING</u></p> <ul style="list-style-type: none"> <li>• Issues identified and influencing recognized as a way to generate change</li> <li>• Awareness of other organizations and networks working on similar issues</li> </ul>	<p><u>SPEAKING FOR</u></p> <ul style="list-style-type: none"> <li>• Organization bases its positions on its experience of work with its constituents or citizens</li> <li>• Groups (constituency) that the organization is claiming to represent are clearly identified</li> </ul>

*Adapted from the Participation and Transparency Tool (PATT), by PROGRESSIO and the Voice & Accountability Monitoring Tool (VAMT), by CAFOD*

## Annex 4: Tool 5 Capacity and Commitment to Women Transformative Leadership

organizations' capacity & commitment to Women Transformational Leadership			
Criteria	Score	Organization name	
		Reference to evidence	Comments / analysis
<b>1. POWER</b>	<b>0</b>		
1.1 Level of knowledge of the different dimensions and faces of Power in your organization			
1.2 Carrying out power analysis for implementing programs			
1.3 Existence of institutional gender diagnosis where deep structures of power in your organization were analyzed			
1.4 Existence of mechanisms/ processes / skills:			
1.4.1 that guarantee opportunities to all staff of the organization for the development and use of leadership skills			
1.4.2 that promote a participatory and inclusive attitude in the organization at all levels			
1.4.3 that promote democratic, transparent and accountable decision-making			
1.4.4 guarantee opportunities and space for new / other leaders to emerge			
<b>2. PRINCIPLES AND VALUES</b>	<b>0</b>		
2.1 level of knowledge of the relation between the concepts of social justice and gender justice			
2.2 Existence of mechanisms/ processes / skills:			
2.2.1 that enhance women to achieve balance in different aspects of their lives (personal, professional ..)			
2.2.2 that allow the development of strengths of all staff			
2.2.3 that guarantee that the same rights apply to all members in the organization			
2.2.4 that guarantee that the different generations present in the organization have the space and opportunity to make their voices heard			
2.2.5 to cover the gaps between the beliefs and practices of the organization			
<b>3. POLITICS AND PURPOSE</b>	<b>0</b>		
3.1 Existence of policies and practices based on the fact that feminist leadership must involve a transformative goal with gender and social equality in the center			
3.2 Existence of a social discrimination and gender analysis in the implementation of its programs			
<b>4. PRACTICES</b>	<b>0</b>		
<b>4.1 VISION WORK</b>	<b>0</b>		
4.1.1 Does the organization have a developed Theory of Change			
4.1.2 Does the organization have a clear vision and objectives			
4.1.3 Did the organization determine the focus (Issue or sector) and approach of its work			
<b>4.2 POLITICAL WORK</b>	<b>0</b>		
4.2.1 Does the organization carry out assessment of political environment and opportunities			
4.2.2 Does the organization carry out social power analysis of context and area of intervention			
4.2.3 Is the organization active in building alliances			
<b>4.3 STRATEGIC WORK</b>	<b>0</b>		
4.3.1 Did the organization develop a guiding strategy			
4.3.2 Does the organization carry out monitoring of its work and evaluation of impact of its interventions			
4.3.3 Does the organization carry out analysis of gains and setbacks			
4.3.4 Does the organization carry out revision of direction and approach when necessary			
<b>4.4 RELATIONSHIP WORK</b>	<b>0</b>		
4.4.1 Does the organization realize training activities for others			
4.4.2 Does the organization realize activities of constituency/target groups/stakeholder mobilization			
4.4.3 Is the organization active in motivating other stakeholders			
4.4.4. Is the organization active in conflict / tension resolution			
<b>4.5 COMMUNICATION WORK</b>	<b>0</b>		
4.5.1 Existing external and internal communication systems			
4.5.2 Existence of a communication strategy			
4.5.3 Use of appropriate technologies for an effective and strategic communication			
<b>4.6 RESOURCING WORK</b>	<b>0</b>		
4.6.1 Is the organization active in finding and sustaining financial and other resources critical to the transformation process			
4.6.2 Is the organization active in relationship building work with donors and supporters			
4.6.3 Does the organization have a built network of contacts to access resources such as expertise, informations, materials, trainers, etc.			
<b>4.7 MANAGERIAL WORK</b>	<b>0</b>		
4.7.1 Existence of democratic, transparent and accountable policies and mechanisms for:			
4.7.1.1. Internal functioning			
4.7.1.2 Managing financial and legal obligations and requirements			
4.7.1.3 Allocating human resources			
4.7.1.4 Allocating financial resources			
<b>5. The SELF</b>	<b>0</b>		
5.1 Level at which the work of the organization is carried out based on the statement "Social transformation includes / begins from individual transformation"			
5.2 Level of knowledge / familiarity with the concept of indirect leadership of women and its causes			
5.3 Existence of specific tools to promote women's leadership			
5.4 Existence of structured support to deal with issue of personality, emotional balance and self-esteem			
5.5 Existence of mechanisms in your organization and the programmes that you implement that allow participants to analyze their psychological structure			
5.6 Level of knowledge / appreciation of the social capital brought by members of your organization			

## Annex 5: List of organizations surveyed under indicator 3 in OPT

Women organizations	Sports clubs	Charity	Food industry	Cultural centers	Agricultural organizations	media	Union/coalition	Youth group	others
Fassayel Women Center	Jiftlek Youth Sport Club	Zbeidat Charity Women Society	Women Development Society for Food industry in Jiftlek	Al-Hadaf Cultural Center in Bil'een	Agricultural Society in safa	Al-Nour Association for social development	General Union of Palestinian Working Women in Jenin (includes a number of organizations working in Jenin)	Women's Corner Center	Bar Association in Betlehem
Al Oja Women Center (includes 2 organizations Al Oja Women Charity Association and Rural Development Cooperative)	Fassayel Youth Sport Club	Samu Charity		Friends of Freedom and Justice Bil'een		Women Program Center in rafah	Federation of Women's Committees for Social Work in Tulkarem	Intellectuals forum Association	
Bil'een Working Woman Society Cooperative	Ni'leen Youth and Sports Club	Ibrahim Khalil Charity		Ni'leen Shadow Council		South Women Media Forum	General Union of Palestinian Women in Tubas		
Women's committee in Bil'een	Saffa Youth and Sports Club	Lending and Saving Association		Handala Cultural Center in Safa			General Union of Palestinian Women in Tulkarem (includes a number of organizations)		

							working in Tulkarem)		
Ni'leen Working Women Cooperative Association		Tubas Charity					Union of Palestinian Women's Committees in Hebron		
Saffa Working Women Society Cooperative									