

Final evaluation Palestine Management response

General Comments:

On the implementation of the evaluation and the assessment of key results.

Viva Salud is very satisfied with the overall final evaluation of the specific objective related to our work in Palestine. The process and communication with the local partners went very smoothly, the findings were coherent with the vision of Viva Salud and that of the partners and provide us with good notes about improvements to make. The lead evaluator from Keyston Company for Consultations, Mozna Alazaiza Abumery, was very available throughout the process, and very efficient. The evaluator also took the initiative to lead the restitution process, facilitated the exchanges with the partners with great understanding and openness, and accurately adapted the evaluation to remarks formulated by the partners. This evaluation shows the great work done by the Palestinian partners on the field about the right to health and their extensive competencies to achieve the key results of this program.

We will follow the recommendations according to the action plans developed hereunder.

Recommendation #1: Define, in collaboration with the partners and the youth, quantitative and qualitative indicators (that should aim at one specific right to health determinant) under an overall objective.

“The four adopted strategies to attain the change are realistic and applicable for the next phase if the activities were more strategized towards specific right to health determinants.

The two SOs have served the program to build a solid- base for the right to health at all levels, yet, distracted the efforts towards reaching the overall objective of the program. The two objectives are linked to each other. The SO2 can be joined under SO1 as an additional result relevant to the right to health research. The program needs to focus its investment on the engaged CBOs and youth communities.

The program MEAL practices need enhancement. The log-frame offers quantitative indicators that need to be re-evaluated in participation with the Partners. The actual achievements numbers of engaged youth and CBOs were much more than the planned targets. Additional qualitative indicators to measure the rate of the change in the organizations and youth capacities would be helpful to track the progress and the impact of the program. There is no risk log-frame for identifying program potential risks and mitigation strategies. The annual reports should reflect the percentage of achievements of each result towards the overall 5-year planned target.

Ensure youth participation in the design of the future phase. Encourage learning and orientation workshops among engaged CBOs and youth to help them recognize and measure their success/failures in reaching the aimed objectives and align them to work together for it.

Define a targeted strategy for engaging national and international networks

and social movements. Mapping and targeting potential social and political movements to support the right to health is essential for the program's success. Such as working with the different unions and syndicates.

Ensure effective coordination mechanisms and roles and responsibilities among the partners, the CBOs, and the youth communities within the program."

Management response:

Viva Salud agrees with this recommendation to join the two objectives under one specific objective. This is indeed what was planned for the upcoming program. This will allow us to be more focused towards one common objective, and have more strategized activities to reach this goal.

Viva Salud agrees to re-evaluate the targets in the Log-Frame with the partners, to better reflect the reality of the achievements. To do so, we suggest to focus rather on qualitative indicators, that could focus precisely on the policy changes that we are aiming for.

In the same direction, Viva Salud is currently in the process of revising its organizational structure and collaboration policy with a view to a more horizontal partnership. The program 2022-2026 will be organized following 3 strategic thematic (Public health care - Social movements and the right to health - Healthy working conditions), to have common advocacy goals among the Viva Salud partners and with headquarters, and promote a more horizontal type of advocacy.

Key actions	Timing	Responsible
1.1 Define one objective to reach for the 2022-2026 program	Done in 2021	Staff PME Viva Salud in collaboration with local partners
1.2 Updating the policy and tools for mutual reinforcement according to the results targeted for the 2022-2026 program	2022, 2023	Staff Viva Salud in collaboration with local partners
1.3 Continuously adjust quantitative targets in the logical framework depending on budget and context	2022-2026	Staff Viva Salud in collaboration with local partners
1.4 Assess qualitative indicators focusing on policy changes, in the 3 thematic working groups to evaluate changes at a qualitative level	2022-2026 (each end of year)	Staff Viva Salud in collaboration with local partners

Recommendation #2: Create one unified platform for the Right to Health program's partners and Viva Salud, alimented by high quality media products to reach a national and international public.

"Create a one unified social media forum or a website for the Right to Health program that can present the four partners activities, statements, facts papers, achievements, and campaigns that have distracted the youth efforts from jointly

working together under the logo of the program and for its overall objectives.

Assign a budget for the Media and communication unit for the program to ensure quality media products and attract the attention of national and international audiences.

Coordinate and engage national and international media to report on the program activities.

Recruit a communication and media professional to support and work with youth under all partners.

The Viva Salud's international experiences in the right to health are not well shared with the partners in Palestine. Viva Salud needs to highlight other international youth experiences on the right to health, including training and initiatives. Viva Salud's website and social media are offering minimal information on the right to health in Palestine.

Recruit youth volunteers with proven social media and foreign languages capacities under each partner to work only for the program communications, and enhance their capacities with advanced digital campaigns and advocacy.

Enhance the program's international advocacy strategies and capacity through experts supported with technical and financial resources.

The advocacy assessment tools need to be identified and tested to recognize the results. The program will efficiently reach its objectives supported by specialized staff."

Management response:

Viva Salud agrees with this recommendation. Producing higher quality media products is one of the things that we are aiming for in all our programs. This has also been planned for the next program, which will maximize the potential advantages of social medias for the awareness and advocacy campaigns about the right to health, including through the capacities of the youth volunteers recruited. The new program will implement awareness raising activities for an international public through campaigns, medias and social medias, as well as qualitative interventions and advocacy work in conferences and webinars. We will reflect on how to best implement the recommendation to create a unified social media platform for the Right to Health program's partners. This is a good recommendation, and we will start by taking measures to encourage and allow smooth communication flowing between Viva Salud partners globally.

Key actions	Timing	Responsible
2.1 Brainstorm on how to create a unified platform for the RtH global partners, in order to identify the needs and capacities of each partners and decide how to best centralize the information	2022	Viva Salud staff in collaboration with partners from all countries

2.3 Take measures to facilitate a smooth communication among all the partners	2022-2026	Viva Salud (Brussels staff)
2.4 Produce more media content to document the work, and effectively share with other partners and Viva Salud	2022-2026	Partners

Recommendation #3: Assess the partner’s capacities and strategies, identify clear priorities and goals and assign adequate technical and financial resources to meet these goals.

“Re-assess the partners' capacities and strategies in defending the right to health.

Identify capacity strengthening needs and priorities for the right to health. Define baseline indicators.

Assign adequate technical and financial resources to meet the needs.

Set capacity strengthening goals and measurement indicators.

Encourage semi-annual learning workshops among the partners and the engaged CBOs to assess their capacities.”

Management response:

Viva Salud agrees with this recommendation, also drawing from the final evaluation learning workshop exchanges. These are a good way to re-assess the partners capacities and identify the needs and priorities for the right to health.

Thematic working groups bringing together partners from different countries, local office staff and headquarters staff have been set up to refine the objectives we want to achieve together, to develop cross-cutting strategies and the planning of actions needed to achieve them. Mutual capacity building and exchange of expertise are important aspects that will be addressed in these groups.

Key actions	Timing	Responsible
3.1 Updating the policy and tools for mutual reinforcement according to the results targeted for the 2022-2026 programme	2022	Viva Salud staff
3.2 Use the 3 thematic work groups as a space for mutual capacity reinforcement	2022-2026	Members of the thematic work groups (partners and Viva Salud staff)

Recommendation #4: Maximize the impact of youth engagement by

better targeting the youth, providing adequate support, motivation, training and resources, and increasing youth strategic engagement in national and international social movements and unions.

“More strategic engagement for CBOs is advised. The engaged CBOs need more support and training on networking, advocacy, and financial capacities to provide effective leadership within the program. They share experiences, yet there is a lack of unified efforts towards specified goals and activities that serve the right to health. They succeeded with the youth communities to make a change at the local level, but not at the national level.

Define a targeting criterion for the engaged youth to ensure that they own the motivation and capacities to lead and mobilize communities at the national and the international levels. Categorize youth as per their capacities and interests.

Ensure quality and consistency of the provided training among the youth groups under all partners. The partners could unify the training materials by sharing their knowledge and ensuring the best quality in content and delivery. Viva Salud could support by providing international training materials in advocacy and community mobilization that could be contextualized to the Palestinian context.

Introduce new community-support approaches to the engaged youth such as the Survivor and community-led response (sclr) developed out of L2GPs¹ research into how people in situations of crisis ensure their self-protection. This approach outlines how external actors can participate in, support and resource community-led and community-driven responses.

Provide sufficient technical and financial resources to youth initiatives. The youth in the different FGDs highlighted the need for “quality initiatives rather than the quantity”. Quality in their opinions means to have sufficient financial and technical support from the program and works for a mutual goal agreed among the partners.

Provide incentives to the active youth.

Increase youth strategic engagement in national and international social movements and unions.

Assess the mission and the mandate of the National Youth Network for the right to health and have clear strategic objectives and support from the program with adequate financial and technical resources. It needs to be expanded, supported, and sustained.

Engaging the academic community is effective, the ‘right to health’ concept and practice should be provided as a subject or sub-subject within the Palestinian universities.”

Management response: Viva Salud partly agrees with this recommendation. As the final evaluation showed, the program has been quite successful in reaching

¹Local 2 Global Protection <https://www.local2global.info/sclr/>

the youth and CBOs, “At the local and national level, the program has strengthened the Palestinian right-holders (Partners, CBOs, and youth) awareness and capacities to understand the right to health and defend it and set a solid base to build on it and continue in the coming years”. Since the youth engagement is crucial to the success of this program, and their impact serving the right to health directly depends on their motivation, the training they get and the skills they develop, and following this recommendation, the financial and technical resources allocated to youth will be continuously assessed to maximize the impact especially at the international level, and further encourage youth engagement.

Key actions	Timing	Responsible
4.1 Facilitate meeting events for the youth of all partner organizations, to have unified objectives	Has already been done, and will be developed further during the 2022-2026 program	Local partners
4.2 Share tools and training methods among the Palestinian partners	2022-2026	Viva Salud staff (to coordinate)
4.3 Share good practices between all partners globally on how to best get youth to engage in social movements	2022-2026	All Viva Salud partners
4.4 Ensure that the Palestinian social movement be representative, objective and transversal	2022-2026	Local partners

Recommendation #5: Viva Salud and the partners need to identify one or two clear objectives under the right to health to influence the political decision making at national, European and international level, enhancing the program’s advocacy strategies and capacity.

“The program has put the right to health and its determinants under the light in Palestine. At the national level, the PA officials sometimes accepted the discourse and made changes as in the success made for PWDs health insurance. The program needs to identify one or two aimed changes under the right to health and work constantly to achieve them, and the PA official with the Authority to change.

For future phases of the program, the partners should invite the engaged youth in this program to build on what they have learned, advance their advocacy and lobbying skills to strategically address national and international duty bearers, and work to influence the political decision making and enforce public awareness.

The youth power under the three partner organizations needs to be unified under clear and strategic objectives and to have the youth constantly advocate

for them at all levels.

The program and the partners lacked means of strategic lobbying and networking at the international level and had inconsistent activities with no clear annual goals and strategies. Viva Salud and the partners need to identify new strategies and intensify the international advocacy activities towards the social movements and the right to health activists in the EU and its member states. The partners conducted limited actions and activities towards this goal. Ad hoc advocacy activities-taking what is available - at the international level will not help the right-holders to make a change. The program needs to enhance its international advocacy strategies and capacity through experts in international advocacy and sufficient technical and financial resources."

Management response:

Viva Salud agrees with this recommendation. Reaching the international community during advocacy campaigns is key to achieve the changes we are aiming for about the right to health in Palestine, as the health system in Palestine is highly dependent on international funding, and the evaluation shows there is still more work to be done at international and local level. Indeed, national advocacy is highly difficult in Palestine because of mandate issues between the occupying power and the Palestinian authorities and the lack of sovereignty induced by the dependence on foreign funding. In consequence, the advocacy campaigns should focus on the international level and at the local level (municipalities), where real impacts can be made. For the new program (2022-2026), we have created thematic groups in which Viva Salud and its partners in the different countries will agree on the actions to be taken in each country but also on the advocacy actions to be taken together at the international level. This way of working will ensure a high degree of coherence between the different outcomes of our program and will allow for mutual strengthening of Viva Salud and our different partners, especially in the area of advocacy. In addition, we will also target more and more the national and provincial/municipal level, to reach the power holders who can have a real impact on the policies we want to see amended.

Identifying fewer specific objectives under the right to health will also help the engaged youth to build better advocacy strategies to achieve these clear objectives.

Key actions	Timing	Responsible
5.1 Identify clear objectives under the right to health to focus on in advocacy initiatives, in the form of 3 priority thematic areas (Public health care - Social movements and the right to health - Healthy working conditions)	Started in 2022	Viva Salud staff in collaboration with local partners
5.2 Enhance the program's international advocacy strategies and	2022-2026	Viva Salud staff in collaboration with local partners

capacity through exchanges of expertise among the 3 working groups		
5.3 Stimulate exchanges on international advocacy expertise among Viva Salud partners in the joint program and with other partner organizations or movements (ex. PHM)	2022-2026	Viva Salud staff