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## Evaluation Criteria and Their Impact on the Success of Humanitarian Projects

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### Abstract

**Objectives:** This study examines the impact of evaluation criteria—relevance, coherence, and effectiveness—on the success of humanitarian projects in the Gaza Strip, with efficiency as a mediating factor. It aims to provide a comprehensive understanding of how these criteria interact to enhance project outcomes in complex humanitarian settings. **Methods/Analysis:** The research employs Structural Equation Modelling (SEM) to analyze data collected from 350 respondents involved in humanitarian projects. The analysis assesses the direct and mediated effects of relevance, coherence, and effectiveness on project success, offering empirical insights into the role of efficiency in optimizing resource utilization. **Findings:** The results indicate that relevance, coherence, and effectiveness significantly influence project success, while efficiency strengthens these relationships by ensuring better resource allocation and implementation. The study highlights the importance of community engagement, alignment with local needs, and cultural sensitivity in achieving sustainable project outcomes. **Novelty/Improvement:** This research presents an integrated evaluation framework that enhances understanding of the interplay between key project assessment criteria and efficiency in humanitarian work. The findings provide actionable insights for organizations operating in complex environments like Gaza, helping refine project planning and execution strategies to improve sustainability and impact.

**Keywords:** Relevance; Coherence; Effectiveness; Efficiency; Humanitarian Project Success.

## 1. Introduction

The Gaza Strip, a densely populated region marked by persistent conflict and economic instability, has been the focus of numerous humanitarian interventions aimed at addressing urgent needs and improving living conditions [1]. The region's socio-political complexities, coupled with restricted access to resources, present significant challenges for humanitarian organizations in achieving effective and sustainable outcomes [2]. Despite decades of humanitarian aid, many projects struggle to produce long-term benefits due to coordination inefficiencies, resource constraints, and difficulties in aligning interventions with local needs [3]. While previous studies have explored humanitarian aid delivery and coordination mechanisms [4], there remains a gap in understanding how key evaluation criteria—relevance, coherence, and effectiveness—collectively influence project success, particularly when mediated by efficiency.

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Humanitarian organizations often face difficulties in adapting their interventions to the ever-evolving needs of affected populations. A misalignment between project objectives and local priorities can lead to inefficient resource utilization and reduced impact [5]. For example, research has shown that externally driven humanitarian efforts sometimes fail to integrate local knowledge and community preferences, leading to suboptimal outcomes [6]. In conflict zones such as Gaza, where multiple humanitarian actors operate simultaneously, coherence becomes a crucial factor in ensuring the effectiveness of aid interventions [4]. Studies suggest that fragmented aid efforts, lack of coordination, and duplication of activities contribute to inefficiencies and diminished project impact [5].

This study seeks to address these challenges by systematically examining the influence of relevance, coherence, and effectiveness on humanitarian project success, with efficiency acting as a mediating variable. While relevance assesses the alignment of projects with local needs, coherence examines the integration of humanitarian initiatives within broader aid strategies [6]. Effectiveness, on the other hand, measures the extent to which project objectives are achieved and contribute to tangible improvements in beneficiaries' lives [7]. Efficiency, as a mediating factor, plays a pivotal role in optimizing resource allocation, minimizing waste, and enhancing the overall impact of humanitarian interventions [8].

The Gaza Strip's humanitarian landscape presents unique challenges, including ongoing geopolitical tensions, restricted movement of goods and personnel, and a heavily aid-dependent economy [9]. Studies indicate that aid projects in Gaza often suffer from logistical difficulties, inconsistent funding, and bureaucratic barriers imposed by both local and international actors [10]. Research has also highlighted the limitations of traditional evaluation frameworks in capturing the dynamic and interconnected nature of humanitarian operations in conflict settings (Puri et al., 2015). By incorporating a comprehensive analytical approach, this study aims to fill this gap by providing empirical insights into the interplay between key evaluation criteria and efficiency in shaping project success.

A key concern in humanitarian project evaluation is the extent to which aid efforts translate into meaningful, long-term improvements for affected communities. While short-term relief is often prioritized in crisis settings, the sustainability of interventions remains a pressing issue [6]. The literature suggests that projects with high levels of community participation and local ownership tend to have better outcomes [3]. However, achieving effective community engagement in Gaza has proven challenging due to political divisions, socio-economic disparities, and security concerns. By examining the role of relevance in project success, this study seeks to understand how well humanitarian efforts address the specific needs and aspirations of Gaza's residents.

Coherence is another critical factor influencing humanitarian effectiveness, particularly in multi-actor environments where numerous organizations operate with varying mandates and priorities [11]. Studies indicate that a lack of coordination among donors, international agencies, and local implementing partners often leads to overlapping initiatives, gaps in service delivery, and reduced efficiency [12]. In Gaza, the complexity of humanitarian coordination is further compounded by political divisions and shifting donor agendas [6]. This study explores the extent to which coherence in planning and execution contributes to the overall success of humanitarian projects in this context.

Effectiveness, as an evaluation criterion, measures whether humanitarian interventions achieve their intended goals and lead to measurable improvements in beneficiaries' well-being [7]. Previous research has underscored the difficulties of assessing project effectiveness in conflict zones due to fluctuating security conditions, access restrictions, and limited availability of reliable data [3]. The complexity of humanitarian operations in Gaza necessitates an approach that accounts for both short-term impact and long-term sustainability. This study aims to provide empirical evidence on the relationship between effectiveness and project success, shedding light on best practices for enhancing impact in similar contexts.

Efficiency serves as the mediating variable in this study, linking relevance, coherence, and effectiveness to overall project success. Research suggests that efficiency in humanitarian operations depends on factors such as cost-effectiveness, timeliness, and optimal resource utilization [7]. Inefficiencies not only lead to financial waste but also undermine the credibility of humanitarian organizations and erode donor confidence. Given the constrained resources available for humanitarian aid in Gaza, ensuring efficient implementation is critical for maximizing impact [5]. This study investigates the role of efficiency in mediating the relationship between evaluation criteria and project success, offering practical insights into improving operational performance.

The significance of this research extends beyond Gaza, as similar challenges are encountered in other conflict-affected and resource-limited settings worldwide. Humanitarian organizations often struggle to balance competing priorities, optimize resource allocation, and achieve sustainable outcomes in volatile environments [2]. By developing a comprehensive framework for evaluating project success, this study contributes to a broader understanding of humanitarian effectiveness and provides practical recommendations for improving aid delivery in complex emergencies.

The study employs Structural Equation Modelling (SEM) to analyze data collected from 350 respondents involved in humanitarian projects in Gaza. SEM is a robust statistical technique that allows for the examination of complex

relationships between multiple variables [12]. The methodological approach ensures a rigorous assessment of the direct and indirect effects of relevance, coherence, and effectiveness on project success, while accounting for the mediating role of efficiency. The findings will offer evidence-based insights for policymakers, humanitarian practitioners, and researchers seeking to enhance the effectiveness and sustainability of humanitarian interventions in conflict-affected areas.

This research builds upon and extends previous work by integrating multiple evaluation criteria into a unified analytical model. While past studies have examined individual aspects of humanitarian project performance, few have systematically explored the combined impact of relevance, coherence, effectiveness, and efficiency on project success. By addressing this gap, the study provides a holistic perspective on humanitarian project evaluation, offering a valuable contribution to both academic literature and practical humanitarian programming.

In summary, this study seeks to advance the understanding of humanitarian project success by analyzing the interplay between key evaluation criteria and efficiency in the context of Gaza. Through a rigorous methodological approach and a focus on practical implications, the research aims to support more effective and sustainable humanitarian interventions. The findings will inform strategies for improving project design, implementation, and evaluation, ultimately contributing to better outcomes for affected populations and enhanced effectiveness of humanitarian aid efforts globally.

## 2. Theoretical Framework

Allocating resources effectively is crucial to the success of humanitarian programs, where resources are typically short, and the needs of the people are high [13]. According to the Resource Allocation Theory of Successful Humanitarian Projects, the allocation and utilization of resources within humanitarian projects are profoundly affected by the rigorous application of evaluation criteria such as relevance, coherence, and effectiveness [14].

As an evaluation metric, relevance looks at how well projects meet a community's needs and goals. Humanitarian projects are more likely to receive funding and support if they effectively address a community's most urgent needs. Projects that are relevant to the needs of the citizens which span the spectrum from healthcare and education to infrastructure and jobs, tend to acquire momentum [15]. As projects that are judged relevant receive greater attention and resources, this ensures that existing resources are employed where they are most urgently required, which is directly influenced by relevancy.

The concept of coherence enriches theory by highlighting the significance of projects that are consistent with overarching strategic objectives and methods. Sharing knowledge, working together, and pooling resources are bolstered when humanitarian projects align with regional, national, and global agendas [16]. Coherence in project design prevents unnecessary duplication or waste of resources, where many organizations and agencies are active. Instead, they were combined for a more significant effect [17]. Using coherence as a criterion for evaluation, resources are directed towards projects that complement existing activities, rather than duplicates [7].

One of the most important criteria to consider when assessing a project is its effectiveness in producing desired results [18]. Project efficiency is of utmost importance in humanitarian work. Limited funds must be allocated to projects that provide visible and long-term benefits. When efficiency is measured and prioritized, funding flows to projects that have already been successful [19]. This not only fosters a culture of responsibility, pushing organizations to achieve accurate results, but also increases the possibility that resources will be allocated to programs with the most significant potential for positive effects.

In this framework, efficiency mediates the relationship between evaluation criteria and projects success. Time, money, and people are examples of resources that may be maximized via efficient use [20]. Organizations may make better judgements about resource allocation when evaluation criteria are used consistently and thoroughly. In turn, this kind of well-informed decision-making leads to more efficient deployment of resources, which reduces waste and boosts the overall efficiency of projects. The conceptualization of the variables: (1) relevance, (2) coherence, (3) effectiveness, (4) efficiency, and (5) Humanitarian Project Success.

### 2.1. Relevance

The success of humanitarian efforts, particularly in difficult situations, is heavily influenced by evaluation criteria such as relevance [9, 21]. Alignment with local needs and priorities includes tailoring project objectives, methods, and interventions to meet these demands. Identifying the most urgent needs, comprehending the complexities of those requirements, and designing interventions to meet those needs makes a humanitarian project relevant [22]. To better understand the causes of water shortage and how cultural variables affect water consumption habits, for instance, working with local populations to increase access to clean water may be necessary [23]. This method ensures that the project will permanently fix the problem by getting to its origin.

In addition to meeting such demands, relevancy also involves consideration of local customs and expertise. Projects in an area with a long and storied cultural tradition must respect and honor the tradition [21]. A project that fails to respect local norms and values runs the risk of turning off the very people it is designed to help. Conversely, programs that prioritize cultural relevance may strengthen stakeholder relationships by fostering trust and rapport [24]. Meaningful projects attract the attention and participation of many different groups, including local residents, non-governmental organizations, national governments, and even multinational groups [25]. These evaluation criteria help ensure that projects are responsive to local issues and values. Relevance rings are true in an area known for their complexity as a connecting factor between projects and their constituents.

## 2.2. Coherence

Resource allocation is only one aspect of humanitarian effort that might benefit from coherent evaluation standards. These criteria optimize resource utilization by identifying key regions and possible obstacles, thereby minimizing waste and boosting efficiency [26]. This method improves accountability and transparency because all parties involved have a clear understanding of their respective roles, duties, and expected results. In addition, adaptive management is enabled by the coherent criteria [27]. Adapting ideas and methods to changing conditions is crucial in the fluid environment of humanitarian work. Evaluation criteria that do not sacrifice coherence provide the agility that projects must adapt to the ever-changing demands of their beneficiaries [28].

Emphasis on the importance of the evaluation criteria for the success of humanitarian programs would be insufficient. These characteristics, which are not always obvious, significantly affect the development and completion of projects [29]. Their contributions to well-designed projects are crucial. Projects succeed when they have well-defined attainable goals tailored to the interests of those who will ultimately benefit from them. This consistency ensures that the project's efforts are directed only towards achieving its stated goals, rather than being spread out over various unrelated pursuits [30].

Perhaps the most apparent way that coherent evaluation criteria affect project success is by serving as a link between project execution and evaluation [31]. Together, they provide a feedback loop that is essential for maintaining momentum and addressing discrepancies that may arise. Stakeholder involvement thrives under coherent standards, because there is a greater chance of successful cooperation and dedication [32]. The long-term view of coherent criteria helps to tackle sustainability, an often-difficult aspect of humanitarian work. These factors boost the effectiveness of projects by getting to the roots of problems and encouraging long-term solutions [33].

## 2.3. Effectiveness

The presence of well-defined evaluation criteria is crucial for the effective development and implementation of a project [34]. The establishment of goals in a project serves as the basis for pursuing both quality and attainable outcomes. According to Abebe (2020) [35], the possibility of attaining effective results is increased when these goals are based on a well-defined set of criteria that is specifically adapted for the community being addressed [36]. The effectiveness of a project is primarily linked to the use of strong assessment criteria while operationalizing it. These criteria function as strategic roadmaps that assist teams in the efficient allocation of resources, effective decision-making, and flexibility in plans, hence assuring the optimum utilization of finances. The openness and coherence of these standards contribute to the overall success of the project by establishing a clear sense of direction and establishing consistent expectations, so promoting effectiveness [37]. By fostering a sense of shared understanding and coherence, stakeholders are able to enhance their collaborative efforts, therefore maximizing the desired result of the project.

The active and successful engagement of stakeholders is often a direct result of effective formulation of assessment criteria. The establishment of well-defined and logical project rules fosters increased participation and enhanced cooperation among beneficiaries, communities, funders, and partners. This alignment of stakeholders promotes the optimization of the project's efficiency, as shown by the studies conducted by Wu et al. (2019) [38] and Jin et al. (2020) [14]. One may argue that the importance of effective evaluation criteria in guaranteeing project sustainability is the most important expression of their effectiveness. The criteria used in this approach guarantee that initiatives are aligned with long-term ambitions and take into consideration the larger environment by focusing on resolving the core causes rather than just treating the symptoms. The evaluation of a project's effectiveness may ultimately be determined by the enduring good influence it has on its intended recipients [15].

## 2.4. Efficiency

The impact of the effective evaluation criteria extends to other phases of a humanitarian project's lifetime, such as monitoring and adaptation. These criteria allow project managers to quickly discover inefficiencies and implement remedial measures as they provide a clear route for measuring progress [16]. Project efficiency is improved when problems are addressed and plans are adjusted while implemented, preventing problems from becoming

insurmountable [7]. Effective evaluation criteria also affect stakeholders' participation. Establishing clear standards ensures that everyone participating in the project is held accountable and that its goals and progress can be measured accurately [18]. This openness promotes efficient communication and cooperation, which in turn creates an atmosphere in which all parties are invested to maximize the effectiveness of the project [19]. The ability of a humanitarian projects to have long-lasting effects is the gold standard for measuring success. Effective evaluation criteria direct efforts towards both short- and long-term benefits [20]. These standards help ensure that programs have a long-lasting impact, reduce the frequency of interventions, and make the most of available resources in the long run by identifying and resolving the underlying causes of problems [30].

## 2.5. Humanitarian Project Success

Comprehensive needs evaluation is the cornerstone of every effective humanitarian endeavor. Tailoring relevant and successful interventions requires understanding the specific difficulties, cultural subtlety, and socioeconomic background of the target population [21]. The project's goals should align with the community's real needs, which may be ensured by using evaluation criteria related to the accuracy and depth of the need's evaluation process [23]. To monitor development and evaluate the results, a humanitarian effort requires specific goals. Project stakeholders can better make data-driven decisions and hold responsible actors accountable when clear and well-defined indicators are in place [22].

Community participation in humanitarian project design and implementation increases the likelihood of project success. Levels of community involvement, participation, and ownership are crucial indicators in this context. When locals have a voice in shaping and carrying out a project, they feel more invested in it, which is more likely to persist beyond their initial lifespan [21]. Humanitarian activities are generally more successful when people work together. The degree to which a project uses the capabilities and experiences of different stakeholders is evaluated based on criteria that emphasize the establishment of partnerships, coordination, and cooperation [24]. The solid relationships formed with governments, NGOs, international organizations, and local institutions improve the project's reach and longevity. The effectiveness of a humanitarian effort depends not only on its immediate results, but also on its capacity to continue functioning in the long run [25]. To guarantee that a project's influence lasts long after its implementation phase ends, evaluation criteria should focus on capacity building, community skill development, and the potential to leave a good legacy [26].

Humanitarian projects work to improve the lives of those in need by reducing suffering, fostering growth, and bringing about positive changes in communities. Proper selection and execution of evaluation criteria are crucial to the success of such undertakings [27]. Whether a project achieves its aims, meets community needs, and has a positive effect depends critically on the appropriateness of the criteria used to assess its success [28]. Choosing evaluation criteria that are highly relevant to a project's broad aims is paramount. It is helpful to have an evaluation structure that matches the project's stated goals to track the development and gauge the results [29]. If the project aims to increase people's access to clean water, indicators such as the number of new wells constructed, improvement in water quality, and decrease in new cases of waterborne illnesses would be appropriate evaluation criteria. When the criteria are relevant to a project's purpose, they help make decisions, allocate resources, and meet objectives [39].

Humanitarian efforts are the most effective when tailored to the unique requirements of the community. The community's history, current problems, and future hopes provide the basis for relevant evaluation criteria [31]. These criteria allow project planners to implement meaningful interventions for local stakeholders by correctly understanding the needs of the community [32]. Some examples of appropriate evaluation criteria for an education improvement project include excellent enrollment rates, higher literacy rates, and enhanced community involvement in educational activities [33]. The success of a project may be improved using evaluation criteria that are appropriate for the situation at hand. This leads to the following hypothesis. Hypothesis 1: There is a relationship between the Relevance and Humanitarian Project Success

Humanitarian operations are vital for resolving global problems and enhancing the lives of marginalized communities. These projects are considered successful if they achieve the stated aims and objectives. The importance of the evaluation criteria used to gauge the performance of humanitarian missions cannot be overlooked [34]. The efficiency and impact of humanitarian projects can be assessed using evaluation criteria that serve as comparison standards [38]. These standards serve as the foundation for determining whether a project is successful. When discussing the evaluation criteria, "relevance" refers to how well they correspond to the project's stated aims and those of its intended recipients [36]. Having appropriate evaluation criteria increases a project's odds of success by guaranteeing that it will have the desired effect. The usefulness of evaluation criteria directly influences the effectiveness of humanitarian programs [35]. Throughout a project's lifespan, managers and stakeholders may look to well-defined and tightly linked criteria for guidance. If the goal of a project is to ensure that a community has access to clean water, factors such as the water quality, accessibility, and sustainability are important considerations [37]. Using

these benchmarks, project managers may pinpoint where improvements are needed and steer their projects towards a fruitful conclusion.

Decisions on where to put money, people, and time depend on the evaluation criteria. By emphasizing the components of the project that are most critical to its success, the relevant criteria create a transparent road map for resource allocation [38]. Misallocating resources is one way inappropriate, or imprecise criteria might impede a project's progress towards its objectives. If the community's participation and ownership are not emphasized in the project's requirements, then the project's focus may be narrowed to infrastructure alone [14]. Using appropriate evaluation criteria may improve accountability and knowledge building in humanitarian programs. When everyone involved understands the project's objectives and evaluation criteria, it is much simpler to hold individuals or groups accountable for delivering promises [15]. In addition, projects may gain insights into their successes and failures using appropriate criteria, highlighting the need for adjustments or enhancements. To better satisfy the requirements of beneficiaries, it is crucial to continually learn and adjust their techniques and methods. This leads to the following hypothesis. Hypothesis 2: There is a relationship between the Coherence and Humanitarian Project Success.

Humanitarian efforts aim to meet urgent needs and alleviate the suffering of disadvantaged populations. The effectiveness of evaluation criteria, used to assess project success, is a critical variable influencing the success of these projects. Humanitarian projects are often assessed against specific evaluation criteria, which serve as benchmarks for measuring outcomes [40]. However, the link between the effectiveness of these criteria and overall project success needs to be explored in greater depth to establish a clearer understanding of their correlation.

Effectiveness, in this context, refers to how well evaluation criteria capture the various dimensions of a project's objectives, outputs, and outcomes. Well-designed evaluation criteria allow for a comprehensive and systematic analysis, uncovering both the planned and unexpected results of the project [16]. When evaluation criteria are aligned with a project's goals, they help ensure that the project's success is measured accurately and meaningfully [17]. For example, if a project aims to increase healthcare access for marginalized communities, effective criteria could include the number of patients treated, the quality of medical services provided, and the sustainability of healthcare infrastructure [7]. These criteria directly relate to the project's intended outcomes, thus enabling precise evaluation of its effectiveness.

The relationship between the quality of evaluation criteria and the accuracy of impact assessments is well established. Impact evaluations that use comprehensive criteria provide a more complete picture of a project's success. These criteria consider not only immediate results but also the broader context and long-term outcomes [41]. For instance, evaluating the success of a disaster relief project solely based on the number of shelter units constructed may overlook critical aspects such as the social and psychological well-being of beneficiaries [18]. Comprehensive criteria, therefore, allow for a more nuanced understanding of the project's true impact.

The validity of evaluation criteria directly affects resource allocation and project success. Clear and appropriate criteria enable project managers to prioritize resources effectively, ensuring that efforts are focused on areas most likely to contribute to project success [30]. In contrast, poorly understood or poorly aligned criteria can lead to misallocation of resources, undermining the effectiveness of the project [19]. This misalignment may reduce the likelihood of achieving the project's desired outcomes and hinder long-term success. Furthermore, sound evaluation criteria provide valuable insights for ongoing learning and adaptation. By tracking and analyzing trends, project teams can identify successful strategies, address challenges, and continuously improve their approach. This iterative process helps enhance the project's long-term impact and ensures that it remains responsive to the evolving needs of the target population [20]. Based on the discussion above, we propose the following hypothesis: Hypothesis 3: There is a relationship between the Effectiveness and Humanitarian Project Success.

When project evaluation criteria are closely aligned with the project's goals, they guide actions and approaches that significantly influence project outcomes [23]. In humanitarian projects, especially disaster relief efforts, the alignment of criteria with key objectives such as timely delivery of aid and community participation can optimize decisions about resource allocation, logistics, and communication. The efficient of these criteria is crucial for ensuring that resources are used effectively and that efforts are focused on the most impactful areas [22]. For example, when evaluating public health projects with the goal of increasing vaccination rates, raising health awareness, and preventing the spread of diseases, clear and relevant criteria help ensure that funds are allocated efficiently towards activities that directly support these objectives [21]. By focusing on the most important criteria, project managers can avoid misallocation of resources, leading to more efficient interventions.

Efficiency in evaluation criteria also reduces waste by preventing unnecessary activities that do not contribute to the project's goals. If the evaluation criteria are not appropriate, resources may be spent on actions that do not advance the project's intended outcomes. When criteria are well-defined and aligned with the project's objectives, only necessary activities are pursued, speeding up project execution and increasing productivity [24]. This focus ensures that efforts are directed solely towards achieving the desired results, thus improving the overall efficiency of the



project. Moreover, efficiency criteria allow for continuous learning and improvement throughout the project's lifecycle. By reflecting the specific context and objectives of the project, these criteria facilitate quick identification of challenges and inefficiencies, allowing for timely adjustments [25]. This adaptability enhances project efficiency by ensuring that problems are addressed swiftly and that strategies are optimized based on real-time feedback.

The presence of clear and efficiency evaluation criteria also supports more effective monitoring and research. Stakeholders can assess whether the project is achieving its intended effects and how quickly these outcomes are being realized [27]. This monitoring enables timely interventions and modifications, further improving the project's efficiency. Based on the above discussion, we propose the following hypothesis: Hypothesis 4: There is a relationship between the Relevance and Efficiency.

For humanitarian efforts to have the most significant possible impact, efficient resource allocation is essential. Benchmark consistency is an often-overlooked contributor to productivity [28]. Humanitarian projects may be evaluated against set benchmarks based on evaluation standards. The coherence provides the agility that projects must adapt to the ever-changing demands of their beneficiaries. Decisions and resource allocation are simplified when the evaluation criteria are consistent because they provide a complete picture of the project's status [42]. By outlining the most critical areas of effect and development, coherent evaluation criteria can help projects stay on track. Stakeholders may quickly determine which components of the project have the greatest impact on its success when criteria are rationally tied to the project's goals [43]. Project managers may focus their efforts more effectively on boosting student attendance, curriculum quality, and teacher training if these are some of the requirements for an educational endeavor [44].

In contrast, the misallocation of resources due to incoherent criteria might lead to inefficiencies and inferior results. When the evaluation criteria are consistent, monitoring and research can proceed smoothly [45]. Progress monitoring is more methodical and aligns with project goals when the criteria are logically related. Project management effectiveness increases when consistent criteria are used to track progress and when results deviate from what was expected [46]. Humanitarian efforts can learn and adapt more effectively when evaluated using consistent criteria. Success or failure may be objectively assessed when the criteria align with a project's goals. Consequently, project teams are more likely to embrace a culture of continuous improvement, as they can better pinpoint specific areas that may benefit from change. This leads to the following hypothesis. Hypothesis 5: There is a relationship between the Coherence and Efficiency.

For humanitarian efforts to be effective, they must be efficient in making most of their limited resources. The quality of the evaluation criteria is a factor in efficiency that is frequently overlooked [47]. Evaluation criteria are fundamental for tracking and reporting the efficiency of humanitarian projects. The success of these standards depends on their ability to capture a project's intended goals, results, and more significant consequences [48]. When these factors are organized and in sync, they act as guides that strengthen decision making, boost resource allocation, and drive ongoing improvements [49]. Sound evaluation criteria are crucial for well-informed decision making at every stage of a project's development. With well-defined criteria that capture a project's goals, stakeholders and project managers have a clear path forward for focusing on what matters most [50]. Effective criteria in the healthcare sector, for instance, direct decision-makers towards prioritizing resources to address aspects such as patient access, treatment quality, and health education, leading to improved efficiency [51]. Effective evaluation criteria are linked integrally to efficient resource allocation. Effective criteria allow project managers to focus their efforts where they will have the most impact.

However, misallocation of resources may result in inefficiencies and unsatisfactory results if insufficient or unclear criteria are used [38]. To ensure that resources are allocated where they will have the most impact, effective criteria provide the necessary clarity for prioritization. Good evaluation criteria foster an environment of constant development in humanitarian projects. Project teams may improve their effectiveness by systematically documenting their processes, including good and bad ones [14]. This method allows projects to proactively adjust their strategies, methods, and activities based on experience for better results. Effective criteria allow teams to understand the factors contributing to their achievements or failures [15]. Through this data-driven learning method, projects can easily adjust to new conditions, thereby improving their effectiveness and overall results. This leads to the following hypothesis. Hypothesis 6: There is a relationship between the Effectiveness and Efficiency.

Projects that are well-organized and run smoothly are invaluable when time is essential, such as during emergency responses to natural disasters or medical crises. Preventing the further worsening of circumstances and saving lives depends on the speed at which help, and resources can be deployed [43]. The coordinated relief operations were a shining example of efficiency, with all the necessary actions being taken to the afflicted areas as quickly as possible. Efficiency also improves adaptability [44]. Projects may be successful under volatile circumstances if the plans and methods can be quickly adjusted. This flexibility increases the likelihood of success of projects by allowing them to keep up with the changing requirements of the communities they serve [45]. Effective project management significantly impacts stakeholder trust and support.

Donors, governments, and communities are more inclined to provide funding when they see their money being utilized effectively and positive outcomes [46]. The visible signs of efficiency reinforce the project's dedication to making a difference, creating a virtuous circle of continued achievement. Long-term viability can also be achieved through efficiency. Projects may maintain financing, collaboration, and community involvement by demonstrating responsible resource management and meaningful results [47]. To guarantee that the improvements brought about by the project remain long after it ends, it must be sustainable. This leads to the following hypothesis. Hypothesis 7: There is relationship between Efficiency and Humanitarian Project Success.

The research model in Figure 1 illustrates the key factors influencing the success of humanitarian projects. At the core is "Humanitarian Project Success," with "Efficiency" as a critical factor for achieving project goals. Efficiency is influenced by three components: "Relevance," "Coherent," and "Effectiveness." Relevance ensures the project meets the needs of the target population, while Coherent evaluates alignment with overall goals. Effectiveness measures the project's ability to achieve its intended outcomes, helping determine its overall success.

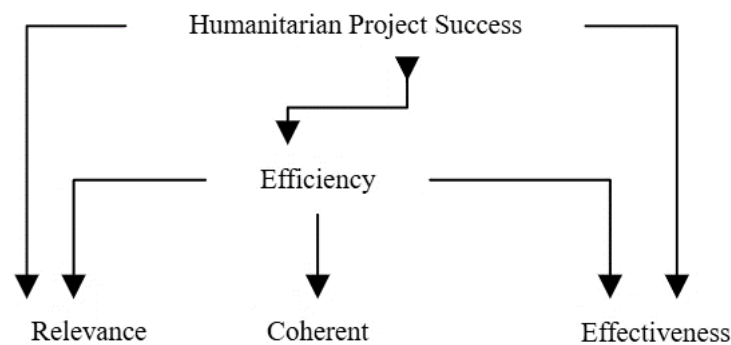


Figure 1. Research Model

### 3. Material and Methods

This study investigates the correlations between humanitarian project success in the Gaza Strip and evaluation criteria such as relevance, coherence, effectiveness, and efficiency. A quantitative approach was used to collect data from 350 participants, with Structural Equation Modeling (SEM) serving as the primary analytical method. The data were gathered through a cross-sectional survey conducted via Google Forms and analyzed using AMOS and SPSS.

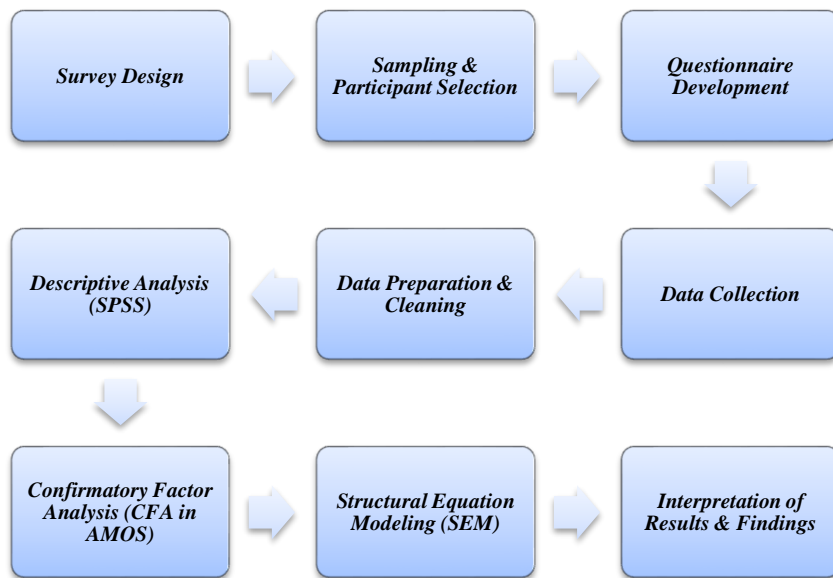
The survey targeted individuals actively involved in humanitarian work in Gaza, including project administrators, community representatives, beneficiaries, and other relevant stakeholders. A total of 350 respondents were selected to ensure broad representation, providing a comprehensive range of perspectives on what constitutes a successful humanitarian operation in Gaza. This diversity allowed for a thorough exploration of the relationships between evaluation criteria and project outcomes in the unique and challenging context of the Gaza Strip. The respondents in this study were purposefully selected to reflect a diverse range of stakeholders involved in humanitarian work in the Gaza Strip. The sample included project managers and administrators from both local and international non-governmental organizations, field staff and technical experts engaged in the implementation and monitoring of projects, and community representatives who serve as liaisons between humanitarian organizations and beneficiaries. Additionally, the study involved direct recipients of humanitarian aid programs, as well as local government officials and policy advisors responsible for coordination and oversight of humanitarian efforts.

The questionnaire, designed with structured questions, utilized a Likert scale to assess participants' views on the relevance, coherence, effectiveness, efficiency, and perceived success of humanitarian programs in Gaza. Each evaluation criterion (e.g., relevance, coherence, etc.) was measured through multiple items on the survey. For example, relevance was assessed with questions like "To what extent does the project address the community's most urgent needs?" while effectiveness was assessed with "To what extent were the project's objectives achieved?" Respondents rated their level of agreement or disagreement with each statement, providing data for each variable.

The collected data were then processed using SPSS and AMOS for analysis. Descriptive analysis was performed to summarize demographic information and identify trends in participant responses. Confirmatory Factor Analysis (CFA) in AMOS was used to validate the measurement model for the latent variables (relevance, coherence, effectiveness, efficiency), ensuring the reliability and validity of the measurement tools. By using CFA, the study accounted for underlying relationships between the evaluation criteria and project success.



To illustrate the methodology used in this study, Figure 2 presents the sequential steps of the research methodology:



**Figure 2. Workflow of the Research Methodology**

It is important to acknowledge the reliance on self-reported data, which may introduce biases such as social desirability or recall bias. While the sample was selected to be diverse and representative, the findings are specific to the context of the Gaza Strip and may not be directly applicable to other regions. Additionally, the cross-sectional nature of the survey limits the ability to infer causal relationships or long-term effects. These methodological limitations should be considered when interpreting the results.

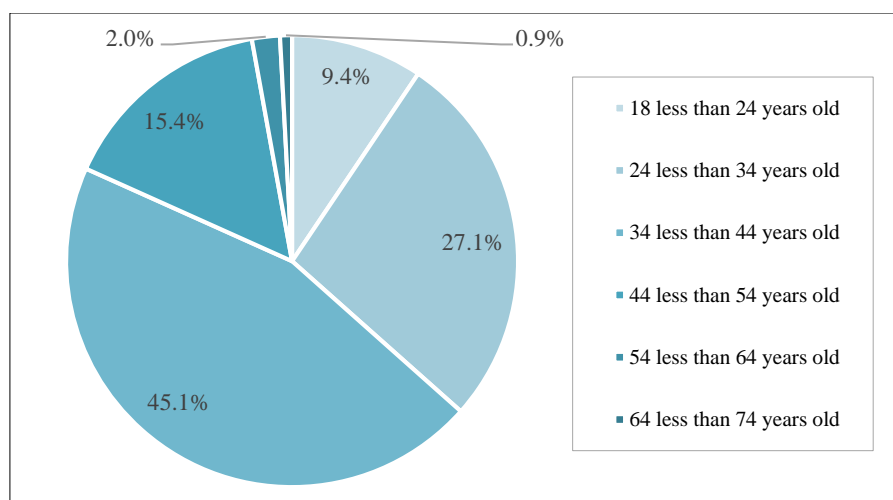
#### 4. Results

Table 1 provides a breakdown of gender distribution within a sample of 350 individuals. Among the participants, 200 are female, and 150 are male. The cumulative percentage shows that females account for 57.1% of the total sample, while males represent the remaining 42.9%, summing up to 100%. The marginally higher number of female respondents could indicate the growing involvement of women in Gaza's humanitarian and development sectors. This gender breakdown is significant when analysing the findings, as perceptions of project relevance, coherence, effectiveness, and efficiency may vary based on gender-related experiences and responsibilities in humanitarian contexts. For example, women may place greater emphasis on community needs and social cohesion, which could influence how they assess a project's impact.

**Table 1. Descriptive Statistics on Gender**

Gender	Frequency	Percent	Cumulative Percent
Female	200	57.1	57.1
Male	150	42.9	100.0
<b>Total</b>	<b>350</b>	<b>100.0</b>	

Figure 3 presents the age distribution of the 350 participants. The majority of individuals, 158 (45.1%), fall within the 34 to 44 years old category, followed by 95 (27.1%) in the 24 to 34 years old group. Those aged 18 to 24 make up 9.4% of the sample, while 15.4% are between 44 and 54 years old. A small percentage of participants, 2% and 1%, are in the 54 to 64 and 64 to 74 age groups, respectively. The cumulative percentage shows that 81.6% of the participants are under 44 years old, and the total sample adds up to 100%. This distribution shows that the study sample is primarily made up of young to middle-aged adults, especially those between 24 and 44 years old. This is important because people in this age group are typically the most involved in the operational and managerial roles within humanitarian work.



**Figure 3. Descriptive Statistics on Age**

#### 4.1. Reliability

The following section addresses the reliability analysis, which aimed to validate the data collected based on an indicator called Cronbach's alpha. If Cronbach's alpha is lower than 0.5, data is not reliable, between 0.5 and 0.7, data is reliable but with bias; and Cronbach's alpha above 0.7, data is reliable and ready for statistical analysis (Cronbach, 1951).

The reliability of measurement instruments is of paramount importance in research to ensure the consistency and accuracy of the collected data. To assess the internal consistency of the scales employed in this study, Cronbach's alpha coefficient was calculated for each variable. A commonly accepted rule of thumb is that coefficients of 0.7 and above signify good reliability, suggesting that the items effectively capture the intended concepts. In this context, the calculated coefficients reflected the reliability of the measurement instruments used in this study. As shown in Table 2, the high Cronbach's alpha coefficient of 0.873 for the relevance variable, followed by coefficients of 0.785 for coherence, 0.765 for effectiveness, 0.717 for efficiency, and 0.750 for Humanitarian Project Success, indicates that the items within each variable share a strong level of internal consistency.

**Table 2. Descriptive Statistics of Reliability**

Cronbach Alpha Coefficient	
Relevance	0.873
Coherence	0.785
Effectiveness	0.765
Efficiency	0.717
Humanitarian Project Success	0.750

#### 4.2. Validity

Convergent validity examines how well a new scale correlates with existing variables and other evaluations of the same notion. Convergent validity was verified using the two techniques in this study. Before beginning, the Average Variance Extracted (AVE) and Composite Reliability (CR) numbers are more than 0.50 and 0.70, respectively. There are five key constructs: "REL" (Relevance), "COH" (Coherence), "EFF" (Effectiveness), "EFFI" (Efficiency), and "HPS" (Humanitarian Project Success).

Table 3 provides descriptive statistics for the convergent validity evaluation of various items. The evaluation was based on two key metrics: AVE and CR. Convergent validity is a crucial aspect of construct measurement that indicates the extent to which items on a scale are consistent and accurately represent the underlying construct. This study aimed for AVE values greater than 0.5 and CR values exceeding 0.7 to affirm the convergent validity of the measured constructs. The findings reveal that all constructs exhibit favorable convergent validity. The CR values ranged from 0.722 to 0.841, comfortably exceeding the recommended threshold of 0.7. This suggests strong internal consistency among the items within each construct. Similarly, AVE values range from 0.559 to 0.638, surpassing the recommended threshold of 0.5 for all constructs. This implies that the constructs capture a significant amount of variance relative to the measurement errors, further strengthening the evidence for convergent validity.

**Table 3. Descriptive Statistics of Convergent Validity**

Item	AVE	CR
REL	0.621	0.812
COH	0.581	0.733
EFF	0.638	0.722
EFFI	0.559	0.837
HPS	0.560	0.841

Table 4 presents the results of the path analysis conducted to examine the relationships between the various constructs. The analysis focused on five key constructs: "EFFI" (Efficiency), "REL" (Relevance), "COH" (Coherence), "EFF" (Effectiveness), and "HPS" (Humanitarian Project Success) along with their interrelationships. The findings reveal significant associations between these constructs. Notably, the construct "EFFI" demonstrates a positive relationship with "REL" (estimate = 0.421, standard error [S.E.] = 0.035, critical ratio [C.R.] = 12.028,  $p < 0.028$ ), "COH" (estimate = 0.329, S.E. = 0.073, C.R. = 4.506,  $p < 0.032$ ), and "EFF" (estimate = 0.526, S.E. = 0.084, C.R. = 6.261,  $p < 0.034$ ). This finding suggests that higher levels of efficiency (EFFI) are associated with increased Relevance, Coherence, and Effectiveness. Furthermore, the "HPS" (Humanitarian project success) is influenced by "EFFI" (estimate = 0.747, S.E. = 0.244, C.R. = 3.061,  $p < 0.021$ ), implying that greater efficiency has a positive impact on HPS. Similarly, "HPS" is positively influenced by "REL" (estimate = 0.763, S.E. = 0.102, C.R. = 7.480,  $p < 0.018$ ) and "COH" (estimate = 0.791, S.E. = 0.076, C.R. = 10.407,  $p < 0.020$ ), underlining the importance of Relevance and Coherence in enhancing HPS. Lastly, "HPS" also exhibits a positive association with "EFF" (estimate = 0.422, S.E. = 0.084, C.R. = 5.023,  $p < 0.029$ ), suggesting that increased effectiveness contributes to higher HPS.

**Table 4. Path Analysis**

Item	Estimate	S.E.	C.R.	P
EFFI ← REL	0.421	0.035	12.028	0.028
EFFI ← COH	0.329	0.073	4.506	0.032
EFFI ← EFF	0.526	0.084	6.261	0.034
HPS ← EFFI	0.747	0.244	3.061	0.021
HPS ← REL	0.763	0.102	7.480	0.018
HPS ← COH	0.791	0.076	10.407	0.020
HPS ← EFF	0.422	0.084	5.023	0.029

#### 4.3. Testing the Assumptions of SEM Analysis

Table 5 presents the skewness and kurtosis scores for the different constructs, shedding light on the data distribution characteristics. Skewness measures the asymmetry of the distribution, indicating whether the data is skewed to one side or the other. Kurtosis, however, gauges the "tailedness" of the distribution, revealing the presence of outliers or the degree of peakedness. For the construct "Relevance," the skewness score was -0.464, suggesting a relatively symmetric distribution, and the kurtosis score was 0.621, indicating a moderately peaked distribution. Likewise, the construct "Coherence" exhibits a skewness of -0.532, indicating slight negative skewness and a relatively symmetric distribution. The kurtosis score was 0.605, suggesting a moderately peaked distribution. For the construct "Effectiveness," the skewness score is -0.596, indicating somewhat negative skewness and a distribution that is slightly skewed to the left. A kurtosis score of 0.582 signified a moderately peaked distribution. In contrast, the construct "Efficiency" has a skewness score of 0.448, indicating a distribution that is skewed to the right. A kurtosis score of -0.513 suggests a distribution that is less peaked than a normal distribution and has lighter tails. Finally, the construct "Humanitarian Project Success" exhibits a skewness of -0.513, implying a distribution slightly skewed to the left, and a kurtosis score of 0.498, signifying a distribution with a moderate peak.

**Table 5. Skewness and Kurtosis Scores for Constructs**

Construct	Skewness	Kurtosis
Relevance	-0.464	0.621
Coherence	-0.532	0.605
Effectiveness	-0.596	0.582
Efficiency	0.448	-0.513
Human Project Success	-0.513	0.498

#### 4.4. Mediation Analysis

Table 6 presents a comprehensive mediation analysis aimed at unraveling the intricate relationships between different hypotheses and constructs. The analysis delves into both direct and indirect effects within these relationships as well as the overarching total effects. Accompanying p-values and their respective outcomes were also provided to shed light on the statistical significance of each hypothesis.

**Table 6. Mediation Analysis**

Hypothesis Model	Direct Effects	Indirect Effects	Total Effect	P-Value	Result
REL → EFFI	0.521	0	0.521	0.0121	Supported
COH → EFFI	0.421	0	0.421	0.0151	Supported
EFF → EFFI	0.769	0	0.769	0.0261	Supported
REL → HPS	0.732	0	0.732	0.0123	Supported
COH → HPS	0.738	0	0.738	0.0261	Supported
EFF → HPS	0.594	0	0.594	0.0231	Supported
REL → EFFI → HPS	0.383	0.413	0.796	0.0106	Partially Mediated
COH → EFFI → HPS	0.469	0.362	0.831	0.0213	Partially Mediated
EFF → EFFI → HPS	0.369	0.262	0.631	0.0213	Partially Mediated

The examination begins by exploring the linkages between the various constructs. The model assessing the relationship between "Relevance" (REL) and "Efficiency" (EFFI) reveals a direct effect of 0.521. This positive effect was statistically significant ( $p = 0.0121$ ), substantiating the assertion that relevance is associated with enhanced efficiency. Similarly, the relationship between "Coherence" (COH) and efficiency unveils a direct effect of 0.421, also statistically significant ( $p = 0.0151$ ), affirming that coherence is a contributing factor to improved efficiency. Likewise, the connection between "Effectiveness" (EFF) and efficiency highlights a substantial direct effect of 0.769, with a statistically significant p-value ( $p = 0.0261$ ), confirming the role of effectiveness in fostering greater efficiency.

As the analysis reveals, attention turns to the interaction between the constructs and humanitarian project success (HPS). Notably, the direct effects of relevance, coherence, and effectiveness on humanitarian project success are 0.732, 0.738, and 0.594, respectively. All of these direct effects are statistically significant ( $p = 0.0123$ ,  $p = 0.0261$ , and  $p = 0.0231$ , respectively), supporting the notion that relevance, coherence, and effectiveness play key roles in influencing positive humanitarian project outcomes.

Furthermore, mediation effects within the context of humanitarian project success were examined. For instance, in the "REL → EFFI → HPS" pathway, a direct effect of 0.383 was observed between relevance and efficiency, with an indirect effect of 0.413 between efficiency and humanitarian project success. This resulted in a total effect size of 0.796. This scenario indicates partial mediation, indicated by a statistically significant p-value of 0.0106. A similar pattern emerges in the "COH → EFFI → HPS" and "EFF → EFFI → HPS" pathways, each demonstrating partial mediation with total effects of 0.831 and 0.631, respectively, and statistically significant p-values of 0.0213 for both pathways. After integrating the efficiency, the indirect effect between the relevance, coherence, effectiveness, and humanitarian project success had increased from 0 to 0.413, 0.362 and 0.262 respectively.

These results generally align with existing research on project evaluation within humanitarian and development contexts. For example, the importance of relevance and coherence as essential components for achieving project efficiency and impact, especially in settings with limited resources. The positive and statistically significant relationships observed in this study support their argument that a coherent project design and responsiveness to stakeholder needs are critical factors for successful implementation. Furthermore, a study ppathways to food insecurity in the context of conflict: the case of the occupied Palestinian territory. Conflict and Health revealed that projects with greater relevance and alignment with community needs often reported higher efficiency and impact scores [5].

## 5. Discussions

Humanitarian Project Success is a multifaceted concept, and the finding of partial mediation in the pathways between evaluation criteria (i.e., relevance, coherence, and effectiveness) and HPS highlights its complexity. This partial mediation suggests that, while efficiency plays a crucial role, other factors also influence project success. These factors, including community involvement, political conditions, and cultural dynamics, are essential to fully understand the outcomes of humanitarian projects.

In line with previous studies, our findings indicate that community participation is a key factor for project success, even when efficiency is high. This aligns with the work of authors like [22], who emphasize that local engagement ensures the long-term sustainability of humanitarian interventions by addressing the real needs and concerns of the community. The role of cultural norms and community expectations is critical, as projects that fail to resonate with local values often struggle to gain traction. Our study adds to this body of work by demonstrating that local support enhances the practicality of a project and facilitates long-lasting solutions.

As in many other humanitarian contexts, political and economic factors heavily influence project outcomes in the Gaza Strip. The partial mediation model proposed here suggests that political stability, regulatory frameworks, and economic conditions significantly affect the relationship between evaluation criteria and project success. This aligns with findings from studies in conflict zones, such as those by Young & Maxwell (2013) [36], who argue that political unrest and economic hardship can severely hinder the effectiveness of humanitarian efforts. Our study reinforces the importance of understanding and managing these variables during project planning and execution to ensure the optimal implementation of interventions.

Another important finding of this study is the role of cultural sensitivity in the success of humanitarian projects. The partial mediation model suggests that cultural factors influence the effectiveness of the relationship between evaluation criteria and project success, even though efficiency improves these links. This finding supported the conclusions of previous research, such as by Burchett et al. (2022) [29], who argue that culturally tailored interventions are more likely to be accepted and supported by local communities. By addressing cultural factors, humanitarian organizations can increase the likelihood of successful project outcomes.

The comprehensive approach to project planning and evaluation emphasized in this study is consistent with best practices in the field. Our findings emphasize the importance of considering multiple dimensions—evaluation criteria, efficiency, community participation, political conditions, and cultural dynamics—when assessing the success of humanitarian projects. This holistic approach aligns with recommendations from global humanitarian networks such as the Sphere Project and the OECD, which advocate for cross-disciplinary collaboration and inclusive stakeholder engagement. Our study's focus on partial mediation provides valuable insights into how these factors interrelate and affect project outcomes.

In comparison with existing literature, this study makes several important contributions. First, it highlights the critical role of efficiency as a mediator between evaluation criteria and project success, building on the work of authors like Nassar et al. (2022) [10] who have argued that efficient resource allocation directly impacts the effectiveness of humanitarian interventions. Our study goes beyond previous work by incorporating the local context—particularly the political, economic, and cultural factors unique to Gaza—into the analysis. This context-specific insight provides a deeper understanding of the factors that drive or hinder humanitarian project success in conflict zones [10].

Additionally, the study's emphasis on continuous learning and adaptive strategies for project management adds an innovative dimension to the literature. It suggests that the long-term success of humanitarian programs depends not only on initial planning but also on the ability to adapt based on feedback and changing circumstances. This is in line with recent trends in the humanitarian field, where iterative learning and adaptive management have gained traction [26]. By integrating local feedback throughout the project lifecycle, humanitarian organizations can improve their responsiveness and sustainability.

Lastly, the study's findings have practical implications for humanitarian organizations working in Gaza and similar contexts. By recognizing the interconnectedness of relevance, coherence, and effectiveness, and by emphasizing the mediating role of efficiency, this study provides a clear framework for improving project success. The insights gained can help humanitarian planners and evaluators design more effective interventions that align with local needs, ensuring that resources are used efficiently and that long-term benefits are realized. Our study also reinforces the importance of community participation and cultural sensitivity in fostering lasting change, making it a valuable addition to the literature on humanitarian project management.

In conclusion, this study contributes to the growing body of research on humanitarian project success by providing a comprehensive model that considers multiple evaluation criteria and their interrelationships. By highlighting the importance of efficiency as a mediator and incorporating local context, our findings offer new insights into the complexities of humanitarian work in Gaza. These insights can guide future project planning, evaluation, and adaptation, ultimately improving the effectiveness and sustainability of humanitarian interventions in conflict-affected areas.

## 6. Conclusion

This study provides valuable insights into the factors influencing the success of humanitarian projects in the Gaza Strip, with a particular emphasis on the roles of relevance, coherence, and effectiveness, and the pivotal mediating role of efficiency. Using Structural Equation Modeling (SEM), the research elucidates the complex relationships between these evaluation criteria and their combined impact on project success. The findings highlight the critical importance of aligning interventions with local needs, fostering coordination among humanitarian actors, and ensuring efficient resource allocation. These elements are essential not only for achieving short-term outcomes but also for ensuring long-term sustainability. The study supports the Resource Allocation Theory of Successful Humanitarian Projects, which posits that the integration of relevance, coherence, and effectiveness, with efficiency serving as a mediator, can significantly enhance the effectiveness and resource utilization of humanitarian interventions. Additionally, the research explained the importance of community participation, trust-building, and adaptability to changing circumstances, all of which contribute to the success of humanitarian efforts. However, the study acknowledges certain limitations, including potential biases stemming from self-reported data and the cross-sectional nature of the research, which limits the ability to draw causal conclusions. Despite these constraints, the study provides valuable recommendations for improving humanitarian aid delivery, particularly in complex, conflict-affected regions such as Gaza. Future research should aim to explore causal relationships and long-term project outcomes, while incorporating a broader range of perspectives from local stakeholders. Ultimately, this study contributes significantly to the understanding of humanitarian project success and offers actionable insights for practitioners seeking to design more effective and sustainable interventions in conflict zones.

### 6.1. Limitations

There are certain essential caveats to remember when considering the results of this study, even though they provide light on the evaluation criteria and their influence on the success of humanitarian programs on the Gaza Strip. The study given below, including its results and suggestions, is grounded in the specific situation of the Gaza Strip. These realizations are especially helpful for projects in analogous contexts; however, their transferability to other areas or more varied environments is not guaranteed. The relationships between evaluation criteria and project success may vary depending on regional sociopolitical and cultural norms and economic conditions.

The quality, accuracy, and completeness of the data sources were significantly different from the findings of the analysis. Data scarcity or incompleteness may compromise the thoroughness and reliability of the results. There may also be essential factors affecting project outcomes beyond this study's perspective. Although efficiency is investigated in this mediation study, it is vital to remember that the identified relationships may not always suggest causation between the evaluation criteria and project success. Further investigation may be required to establish specific causal ties since other unobserved factors may influence the correlations.

The theoretical and statistical foundations of this study are the primary focus. Understanding the relationships between evaluation criteria and project success may be more complex due to the involvement and opinions of local stakeholders, project beneficiaries, and practitioners. The pace of development, nature of the demands, and difficulty of overcoming obstacles are all factors that might affect humanitarian efforts. Because of the inflexible nature of this study, it may fail to represent how projects evolve and change over time. Ethical and political dilemmas in the Gaza Strip. The analysis and suggestions may not consider all the complex ethical concerns and political factors that may significantly impact the success or failure of humanitarian programs.

This study is primarily concerned with the short-term success of projects. Additional studies and a more extended observation period are needed to determine the project's long-term effects and whether its results will be sustainable beyond the project's lifespan. Insights on the evaluation criteria and their impact on the effectiveness of humanitarian projects in the Gaza Strip were provided in this study. However, this study has some limitations. In light of these restrictions, further study, partnership with local stakeholders, and sensitivity to shifting settings in which humanitarian programs operate are essential.

## 7. Declarations

### 7.1. Author Contributions

Conceptualization, S.N., B.H., M.K., and L.V.; methodology, S.N., M.K., Z.T.N., and L.V.; software, S.N.; validation, S.N., Z.T.N., and L.V.; formal analysis, S.N., B.H., and M.K.; investigation: S.N.; resources, S.N. and L.V.; data curation, S.N.; funding acquisition: Z.T.N. and L.V.; writing—original draft, S.N.; writing—review & editing, B.H. and M.K.; visualization: S.N.; supervision: Z.T.N. and L.V.; project administration: S.N.; funding acquisition, Z.T.N. and L.V. All authors have read and agreed to the published version of the manuscript.



## 7.2. Data Availability Statement

The data presented in this study are available on request from the corresponding author.

## 7.3. Funding and Acknowledgments

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## 7.4. Institutional Review Board Statement

Not applicable.

## 7.5. Informed Consent Statement

Not applicable.

## 7.6. Declaration of Competing Interest

The authors declare that there are no conflicts of interest concerning the publication of this manuscript. Furthermore, all ethical considerations, including plagiarism, informed consent, misconduct, data fabrication and/or falsification, double publication and/or submission, and redundancies have been completely observed by the authors.

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