



The Palestinian Working Woman Society For Development

جمعية المرأة العاملة الفلسطينية للتنمية

*The Palestinian Working  
Woman Society for  
Development*

*" Freedom, Justice and Social  
Equality in occupied Palestine"*

*A grassroots Approach*

May 2016

2016-2020  
STRATEGIC PLAN



Palestinian Working Woman Society for Development  
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## STRATEGIC PLAN 2016-2020: An Overview

### Vision

“The Palestinian Working Women Society for Development aspires for a free and democratic Palestinian society based on respect of human rights, gender equality and social justice”.

### Mission

The Palestinian Working Women Society for Development (PWWSA) is an independent grassroots women organization working in the field of development and human rights in Occupied Palestine. PWWSA aims for national liberation, gender equality, the eradication of all forms of discrimination against women, and activate women’s participation in social and democratic change.

### Values

Independency, Professionalism, Transparency and Integrity, Cooperation and Partnership, Aligned to Women Issues, Respect the Rule of Law, and Principles of Democracy.

### Strategic Objectives

**Strategic Objective I:** Palestinian women targeted by the program are empowered, widely involved, and actively participate in public as well as in private sphere.

**Strategic Objective II:** The psycho-social well-being of targeted women and girls is improved.

**Strategic Objective III:** PWWSA’s capacity and resources are developed.



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## Introduction

The Palestinian Working Woman Society for Development (PWWSD) is a leading and influential women's grassroots voluntary organization in the Occupied Palestinian Territory (OPT). Since its establishment in 1981, PWWSD has invested significant efforts to strengthen, empower, and mobilize women's participation in the development processes, aiming at eradication of all forms of discrimination. It operates out of a strong belief that women's rights must be recognized as human rights, and that the national, social and economic advancement of Palestinian society cannot be attained unless women participate actively and effectively in development on an equal basis in all spheres. As part of the Palestinian civil society, the PWWSD aims to promote a social democratic agenda (based on gender equality to guarantee women's empowerment and sustainable development in accordance with the democratic progressive, civil society, and social movements) all the while aspiring towards the national agenda (ending the Israeli occupation and building a sovereign and independent Palestine state on the 1967 borders).

PWWSD aims to play an outstanding role in promoting national and feminist agenda and in protecting human rights in the Palestinian community. It focuses on grassroots mobilization, raising awareness, influencing public opinion and social discourse on women's rights, lobbying and influencing policy makers, building the capacity of women leaders, mobilizing volunteers, community support and involvement on women's rights, and calling for action to guarantee access to justice for women. As PWWSD believes that economic empowerment is one of the main keys to fighting discrimination against women, it also seeks to empower women economically through three levels: facilitating access of women to decent employment and economic opportunities, including through improving access to finance; enhancing the legal status and rights for working women focusing on improving women's property, inheritance, and land rights; and promoting the voice, inclusion and participation in economic decision-making. Another thematic focus of the PWWSD is the improvement of women's and girl's psycho-social well-being. PWWSD contributes to the development of a supportive and effective system for dealing with women's psycho-social needs, and in combating all kinds of violence against women. At the same time, PWWSD works to protect Palestinian women from the negative outcomes of the continued occupation, through supporting women themselves to document the violations of their human rights and to reach a stage where such complaints are presented to specialized United Nations (UN) and human rights agencies. Aware of the role of the international community and the human rights agencies to end the violations of human rights within the Palestinian context, PWWSD gives special attention to enhancing women's capacities to refer to the international community to hold to account the occupation for its violations of women's rights in reference to the UNSC 1325 to guarantee Palestinian women's security, protection and participation.

PWWSD's 2016-2020 Strategic Plan is a result of a collective process of analysis and dialogue. The process was carefully staged to allow time for information gathering, reflection, and discussion at different levels. Representatives from PWWSD General Assembly, Board of Directors, staff, volunteers, activists and representative from its Stakeholders, representatives of community based organizations (CBOs) and civil society organizations (CSOs) participated in this process, which was guided and supported by an external consultant. This Strategic Plan is based upon our in-depth analysis of the internal and external factors affecting the Palestinian society and Palestinian women's issues within the general political, economic and social context. PWWSD vision, mission, and values constitute the primary reference in the establishment of this Strategic Plan. It also highlights the relationship between PWWSD's strategic objectives and its sectoral and



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programmatic work, and highlights the importance of building coalitions and alliances at local, regional and international levels.

### Situation Analysis

**Overall Context:** The complex political, socio-cultural, and economic situation in the OPT creates a unique set of challenges to the realization of human rights and gender equality. The longstanding Israeli occupation and its related policies and practices including the separation policy between West Bank, East Jerusalem, and the Gaza Strip, restrictions on the movement of goods and people, blockade of Gaza, ongoing land confiscation and settlement expansion in the West Bank leading to geographic fragmentation, have affected the lives of Palestinian women, men, and children and have led to continuous violations of human rights. Escalations in the conflict at various stages, especially the consecutive military assaults against the Gaza Strip, have resulted in increasing insecurity and vulnerability and high tolls of civilian casualties and fatalities. Continuous efforts for a peaceful solution that ends the occupation and allows Palestinians to exercise their full rights on their land have made little or no progress at all.

In this context, gender inequality is exacerbated by the intersection between the structural violence imposed by the realities of the Israeli occupation (threats to life, liberty and security affecting women, men, and children) and the internal patriarchal dynamics leading to the marginalization of women's voices in the public and private spheres. Palestinian women and girls not only live the daily realities of occupation, including Israeli checkpoints and permit systems, but also are faced with gender based violence (GBV), and rights violations stemming from their own community, including, honor killings, early marriage, strict social restrictions on their mobility, and increasingly influential fundamentalist religious value system that is in conflict with a historically moderate social system regarding Palestinian women's rights. The vulnerability of women's work opportunities, whether informal or unpaid work or formal work, exacerbates their economic marginalization and undermines their agency. The patriarchal-masculine culture of discrimination against women is reflected in media, history, heritage, social discourse, and even school curriculum. It is also reflected in the extremely low participation of women in the labor force. While men and women both suffer from the impact of occupation force on freedom of movement within the OPT as well as from hostile economic conditions caused by occupation and donor dependent economic system, women also face gender specific constraints in accessing employment, including household inequities and the traditional division of labor whereby men control the allocation of labor and distribution of resources and rewards in the economy; societal attitudes toward gender that favor men in the workplace and women in the household; and the relatively high fertility rate and young age at marriage that further limits women's participation in the labor force between ages 20-30 and thus further limits their accumulation of experience necessary to compete for employment in senior positions or for starting their own businesses; and lower salary compared to male worker in the same position.

**The Multifaceted and Changing Roles of Women's Organizations:** Palestinian women's organizations, including the PWWSD, have historically played a dual role: as part of a national struggle against occupation and as advocates for women's rights within the national liberation movement agenda. The Palestinian women's



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movement has witnessed several shifts in terms of its political influence and space in the Palestinian leadership in the national movement represented by political parties, and decision-making structures. During the first Intifada, women's organizations were a key part of a vibrant civil society movement that worked in harmony and ensured links between local communities and political leadership. Following the Oslo Accords and the shift towards establishing a formal national authority, women's rights organizations struggled to enhance socio-economic and political equality for women within the Palestinian Authority structures. Over the course of the past two decades, despite multiple challenges, arising from complex political situation, including political and geographical divide between the West Bank, the paralysis of the Palestinian Legislative Council (PLC) and endemic corruption, women's rights organizations have sustained a dynamic energy that have made possible significant achievements, including sustaining a public discourse around women's rights and ensuring that it remains a priority.

Largely due to pressure from women's movement, significant advances have been made with regards to policies and legislation (including through presidential decrees in the absence of a functional PLC). After considerable lobbying from women's rights organizations, in 2009, the Palestinian President issued the Presidential Decree No. 19 on the endorsement of Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). The Palestinian Authority has also endorsed the United Security Council Resolution 1325 (UNSCR 1325), calling for the protection of women in times of conflict. After being granted a non-member observer State status in the United Nations (as per General Assembly resolution 67/19) an array of international conventions and treaties enshrining women's rights, have been signed by the State of Palestine in 2014, including CEDAW, the Convention on the Rights of the Child, the Convention on the Rights of Persons with Disabilities, the International Covenant on Civil and Political Rights and the International Covenant on Economic, Social and Cultural Rights. For accession to have a tangible impact on the lives of women, it is now essential that policies and legislative reforms are expedited, implemented, and monitored in conformity with Palestinian obligations under CEDAW. In particular, the rapid reform of national legislation on women's rights, including current personal status laws and elements of the Penal Code, is necessary to further gender equality and women's rights.

PWWSD, along with women's rights organizations, has also been pushing for advances to be made with regards to the UNSCR 1325 National Plan. In April 2015, a strategic framework for the national action plan on 1325 was issued by a commissioned led by the Ministry of Women's Affairs and a CSO coalition led by the General Union of Palestinian Women (GUPW) and in which PWWSD belongs, following years of dialogue and close examination of the relevance of SCR 1325 to Palestinian women's rights. The strategic framework identified three strategic aims: developing protection mechanisms for women facing violations from Israeli occupation with focus on expanding and strengthening protection services; strengthening accountability to women's human rights by focusing on monitoring and documentation on violations and advocacy; and increasing the participation of women in decision making, peace processes and national reconciliation.

This complex environment has informed and shaped PWWSD's approaches and programs. The organization deems it crucial to organize grassroots women in social movements and to connect them with policy makers



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through giving them a wider space to participate in the public life in the OPT. It is equally important to work with youth to build a generation aware of their rights and to challenge the patriarchal-masculine culture of discrimination against women. Thus PWWSD’s work towards women’s empowerment is comprehensive and multidimensional. It is concerned with strengthening and empowering women in decision making positions, in increasing their participation in public life, including the economy and political sphere. At the same time, the organization recognizes that the growing pressure that women face both from patriarchal society and occupation forces leave large numbers of women in continued need for psycho-social support. Stakeholder consultation and situation analyses, undertaken in preparation for this strategic plan, highlight that the key strategic issues that PWWSD should focus on continue to be: the poor participation and representation of women in decision-making positions; discrimination against women within the law; lack of coordination among the democratic parties weakening the feminist discourse unequal access to employment and economic opportunities; and the frailty of the socio psychological systems supporting women, and the increase of all kinds of violence.

## Strength, Weakness, Opportunity, and Threat (SWOT) Analysis

### SWOT analysis of the main strategic issues

#### 1. The poor participation and representation of women in decision-making positions

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ The long experience of the PWWSD in dealing with the public, and communicating with local leaders in cities, villages, and refugees' camps.</li> <li>▪ PWWSD role in the struggle for a just and comprehensive peace based on the International Community's resolutions.</li> <li>▪ The organization's local, national, and international membership aiming at increasing women's participation in decision making.</li> <li>▪ Some of the organization's employees won the local elections, and others ran for the parliamentary elections. This deepens work for reaching decision-making positions.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Frailty of organizing women in a social movement correlated with a democratic political movement.</li> <li>▪ Deficiency of non-conditioned funding.</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>▪ Increase in the societal acceptance of women participating in public life because of the communal and political role of the feminist movement and the other civil society's institutions in addition to the political parties.</li> <li>▪ PLC acknowledgement of the positive affirmative policy (feminist quota) for women in both the local and</li> </ul>	<ul style="list-style-type: none"> <li>▪ Israeli occupation practices against Palestinians: closures and checkpoints spreading among the Palestinian cities, undermining the infrastructure, imprisonment, assassinations, and violating all human rights in general.</li> <li>▪ Widening gap between women in the base and the political parties.</li> </ul>



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| <ul style="list-style-type: none"> <li>parliamentary elections on the slates systems.</li> <li>▪ Renewal of the Women's Affairs Ministry to affect the governmental policies and equating it to establish a balance in the gender relations.</li> <li>▪ Issuing of a presidential decree to apply the Security Council's resolution # 1325 which demands an equal participation of women in negotiations and problems' solving.</li> <li>▪ Local and international civil society organizations' orientation to put pressure so as to increase women's participation and regard it as a positive indicator.</li> </ul> | <ul style="list-style-type: none"> <li>▪ Weak institutional relations between women in base and those in unions and feminist organizations.</li> <li>▪ Increase of political Islam among the feminist bases ideologically and politically which would establish a conservative discourse.</li> <li>▪ Traditions' and family customs' control for the informal court system.</li> </ul> |
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**2. Discrimination against women within the law**

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ Strong relations between PWWSD and women in communities.</li> <li>▪ Good relations with the political parties, the active personnel and civic society organizations.</li> <li>▪ Existence of a media program as part of PWWSD.</li> <li>▪ An excellent knowledge in the work law and personal affairs law.</li> <li>▪ Existence of legal counseling within PWWSD to pursue women's issues in courts.</li> <li>▪ PWWSD is member in the coalitions for the Penal and Family laws.</li> <li>▪ PWWSD General Assembly includes high-profile and well-known legal experts.</li> <li>▪ PWWSD works in the area of access to justice.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited funding to cover legal services in all offices of PWWSD.</li> <li>▪ Expenses for certain legal cases such as inheritance cases, are very high.</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>▪ Existence of governmental and non-governmental organizations working on upgrading the law.</li> <li>▪ Existence of good networking and coordination among organizations dealing with women issues.</li> <li>▪ Existence of media (radio, television, and newspapers) across the country.</li> <li>▪ Existence of a public grassroots base for women's organizations to influence laws based on gender-equality.</li> <li>▪ Influence on the basic law which helps promote equality in the Palestinian constitution.</li> <li>▪ Occupied Palestine state endorsement of international agreements and conventions including CEDAW.</li> <li>▪ UN state members have to report on UNSCR 1325.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The occupation makes the national issues a priority for all people and thus weakens social issues.</li> <li>▪ Frailty of the judicial system and the application of the law.</li> <li>▪ Absence of communal awareness about women rights.</li> <li>▪ Administrative corruption in executive systems.</li> <li>▪ Dominance of fundamentalism over the legislative council.</li> <li>▪ Absence of the legislative system.</li> </ul>





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**3. Lack of coordination among the democratic parties weakening the feminist discourse**

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ Coordination with the Arab women’s network (Aysha), Euro-Mediterranean Feminist Initiative and Karama, which focus on establishing a developmental feminist discourse.</li> <li>▪ PWWSD is a member in the Palestinian NGO's network.</li> <li>▪ The trustworthy relations between PWWSD and the Women grassroots organizations.</li> <li>▪ PWWSD's success in expressing and addressing the women issues and attracting the civil society's organizations, especially the political parties to support its decisions.</li> <li>▪ PWWSD is partner in the HR / ILH Secretariat.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The frailty of the funding resources.</li> </ul>
<i>Opportunities:</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>▪ The constitution is still under discussion.</li> <li>▪ Coordination among women organizations locally, regionally and internationally.</li> <li>▪ Presence of political and popular feminist movements who are both reliable and experienced.</li> <li>▪ UN resolutions, instruments and reports about women position and status in society and equality with men.</li> <li>▪ Adopting women rights as an indication of democracy in the Palestinian society by communal and political mediums.</li> <li>▪ Presence of Women Affairs Ministry and the application of the feminist quota in the local elections and the slates in the parliamentary elections, which increased women’s participation in decision making.</li> <li>▪ Increased women's awareness about their social, psychological, and legal rights and the recognition of the social and psychological counseling.</li> <li>▪ Providing schools with the social and psychological counseling.</li> <li>▪ The creation of a Family Protection Unit within the Palestinian police to combat violence against women.</li> <li>▪ Palestine joining CEDAW.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Absence of the rule of law opens window for the informal tribal customs and system.</li> <li>▪ Limitations of referring to the media to enhance the equality notion.</li> <li>▪ The frailty of the democratic movement in Palestine.</li> <li>▪ The absence of a general strategy to promote women status.</li> <li>▪ The growing strength of fundamentalist ideology in the Palestinian society.</li> <li>▪ Absence of the PLC hinders issuing laws based on gender-equality (Family and Penal laws).</li> <li>▪ Absence of a watchdog to monitor the practices and discourse of duty-bearers to develop the social discourse based on gender-equality.</li> </ul>

**4. Unequal job opportunities and unequal pay**

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ Good experience in saving and lending business and cooperatives through forming lending and saving committees and organizations.</li> <li>▪ Good relations between PWWSD and other lending</li> </ul>	<ul style="list-style-type: none"> <li>▪ Shortage in funding.</li> <li>▪ Weakness in accessing internal and external markets.</li> </ul>



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<p>organizations (ACAD).</p> <ul style="list-style-type: none"> <li>▪ PWWSD long experience in executing income-generating projects towards creating internal financial resources.</li> <li>▪ Providing awareness brochures about women and the business world.</li> <li>▪ PWWSD strong relations with the decision makers in the Ministry of Labor.</li> <li>▪ Organizing women in labor committees and raising their union awareness.</li> </ul>	
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>▪ Increased initiatives that support women to participate in the business world.</li> <li>▪ Existence of organizations that offer loans for women.</li> <li>▪ Increased initiatives supporting women to start private businesses.</li> <li>▪ Issuing of a new working law.</li> <li>▪ Increased number of organizations supporting the working women.</li> <li>▪ Existence of feminist organizations for business women.</li> <li>▪ The Authority's commitment in helping women, as declared in its development policy, in the business world through the recruitment section instead of unemployment where the number of working women increased.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Lack of protection for both the local markets and productions.</li> <li>▪ Deterioration of local market and economic situation due to the Israeli annexation of the Palestinian economy.</li> <li>▪ Lack of Palestinian economic vision for independence from Israeli economy.</li> <li>▪ Absence of a national committee to combat violence against women.</li> </ul>

**5. The frailty of the socio psychological systems supporting women, and the increase of all kinds of violence**

<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> <li>▪ Presence of a staff specialized in psychosocial health for women in PWWSD, in addition to an accumulative experience in the field of combating violence against women.</li> <li>▪ Existence of a media program at PWWSD.</li> <li>▪ Existence of networking with women especially in the marginalized areas which would help raising awareness about the social and psychological rights.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Frailty and non-continuity funding resources.</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>▪ Almutada that includes 15 civil society organizations' is acting in combating violence against women.</li> <li>▪ Spreading the civic society's ideology about women and human rights.</li> <li>▪ Bidding proposals from feminist organizations with</li> </ul>	<ul style="list-style-type: none"> <li>▪ Prioritizing the combat against Israeli violence over combating violence against women.</li> <li>▪ Absence of law application especially the 'elimination of violence' law.</li> <li>▪ Discrepancy between the family affairs law and the</li> </ul>



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<p>regard to the personal affairs laws so as to cement the equality principles instead of women dependency on men.</p> <ul style="list-style-type: none"> <li>▪ Increased number of organizations for social and psychological support for women, and the society's increasing concern in psychological health.</li> <li>▪ Increased women's awareness about the importance of the social and psychological counseling.</li> <li>▪ Increased women's awareness about their social, psychological, and legal rights.</li> <li>▪ Providing schools with the social and psychological counseling.</li> </ul>	<p>penalties law, which would indirectly help legitimate violence against women.</p> <ul style="list-style-type: none"> <li>▪ Deterioration of the economic situation.</li> <li>▪ Frailty of the security system in protecting oppressed women.</li> <li>▪ Absence of the necessary balances to develop the socio psychological supporting organizations performance.</li> </ul>
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### Organizational SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Governance</li> <li>▪ The bylaw has been adjusted to coop with the new development.</li> <li>▪ Elected and active administrative board.</li> <li>▪ Commitment to the civil society laws.</li> <li>▪ Diversity in experience of the general assembly.</li> <li>▪ Ability to plan.</li> <li>▪ Existence of strategic plan.</li> <li>▪ Existence of external audit.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Differences in the board members efficiency.</li> <li>▪ Weakness in the commitment of few general assembly members to attend meetings.</li> <li>▪ Irregular and insufficient monitoring.</li> <li>▪</li> </ul>
<p><b>Management</b></p> <ul style="list-style-type: none"> <li>▪ Working based on endorsed internal systems and procedures.</li> <li>▪ Management system evaluated externally and internally.</li> <li>▪ Delegation of authority.</li> <li>▪ Regularity in reporting.</li> <li>▪ Existence of a database.</li> <li>▪ Clarity of line of authority.</li> <li>▪ Existence of web page.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Review the organizational structure.</li> <li>▪ Update the internal system.</li> </ul>
<p><b>Resources</b></p> <ul style="list-style-type: none"> <li>▪ High professional middle management level team.</li> <li>▪ Existence of capacity building plan.</li> </ul>	<ul style="list-style-type: none"> <li>▪ No action to build the capacities of the new employees and exchange experiences.</li> <li>▪ Work space is not enough.</li> <li>▪ Not enough resources to strengthen the sector/activities related to community service based on voluntary basis.</li> </ul>
<p><b>Programs and Projects</b></p> <ul style="list-style-type: none"> <li>▪ High professionalism in implementing the projects.</li> <li>▪ Relative steadiness in program management.</li> <li>▪ Convert from project base into program base.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Weakness in analyzing projects' results.</li> <li>▪ Weakness in report writing.</li> <li>▪ No capacity building unit.</li> <li>▪ Small public awareness media unit.</li> <li>▪ Lack of advocacy and lobbying unit.</li> </ul>



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	<ul style="list-style-type: none"> <li>▪ Weak publicity and analysis of results.</li> <li>▪ Weakness in documenting violation.</li> </ul>
<p><b>Finance</b></p> <ul style="list-style-type: none"> <li>▪ Working upon clear financial system.</li> <li>▪ Existence of estimated budget.</li> <li>▪ Working upon international financial standards.</li> <li>▪ Existence of internal auditing.</li> <li>▪ Commitment to produce regular financial reports and upon donors requirements.</li> <li>▪ Existence of annual financial plans.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Limited financial resources to cover the cost.</li> <li>▪ Weakness in matching the operational reports with the financial expenditures.</li> <li>▪ The staff needs training in preparing budgets.</li> </ul>
<p><b>Networking and Relations</b></p> <ul style="list-style-type: none"> <li>▪ Member of the specialized national networks.</li> <li>▪ Active member in the regional and international networks.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Networking consumes efforts and time.</li> <li>▪ There is a need to expand the relation with CBOs.</li> </ul>
<p><b>Sustainability</b></p> <ul style="list-style-type: none"> <li>▪ Transparency.</li> <li>▪ Existence of income generating projects.</li> <li>▪ Existence of institutionalized means; regulation and bylaws.</li> <li>▪ Existence of trained and well experienced cadre.</li> <li>▪ Good reputation and high efficiency when compare with others.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dependency of external funds.</li> <li>▪ Limited voluntary work.</li> <li>▪ Weakness in contribution of the income generating projects to the budget of the association.</li> <li>▪</li> </ul>
<i>Opportunities</i>	<i>Threats</i>
<ul style="list-style-type: none"> <li>▪ Good chances for mobilizing, utilizing and investing in the international community for the benefit of women issue.</li> <li>▪ Possibilities to utilize the media to address wider population.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The peace process is to be hindered.</li> </ul>



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### PWWSD Identity

#### Vision

The Palestinian Working Women Society for Development aspires for a free and democratic Palestinian society based on respect of human rights, gender equality and social justice.

#### Mission

The Palestinian Working Women Society for Development (PWWSD) is an independent grassroots women organization working in the field of development and human rights in Occupied Palestine. PWWSD aims for national liberation, gender equality, the eradication of all forms of discrimination against women, and activate women's participation in social and democratic change.

#### Values

- **Independence**

Palestinian Working Women's Society for Development acts independently from the directions and influence of external actors regardless of whether they are governments, political parties, non-governmental organizations, funding agencies or individuals. PWWSD wants to keep its autonomy of its decision making process and structures on programmatic, financial and administrative levels to ensure that the organization's actions support achieving the organization's vision and mission as well as its strategic goals, therefore, PWWSD will ensure transparent structures and accountability.

- **Professionalism**

PWWSD has developed and gained deep experience on women's empowerment and it seeks to maintain its ongoing development. Since its establishment, PWWSD has been investing in building the capacity of its staff and developing the organization's capacity by adopting several bylaws to regulate the organization's work, whether on programs or on a financial level. The organization focuses on a result and quality based approach.

- **Objectivity**

PWWSD is committed to women's rights as human rights. With the experience that has organization built over time, it is able to utilize analysis, studies, and other working tools to ensure all the information the organization provides is accurate, reliable and unbiased.

- **Integrity and Transparency**

PWWSD as an organization works based on democratic norms of integrity, transparency and accountability within decision making processes. PWWSD is committed to good governance internally by encouraging general assembly members and board members as well as volunteers to participate in organizational planning, monitoring and evaluation and the organization is committed to keeping all its records, whether financial or administrative, accessible and available to those authorized to see them. On a national level, the organization



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believes in good governance and works through its programs to increase women's participation in decision making processes.

- **Advocate of adherence to the Rule of law**

PWWSD has long considered and advocated the rule of law as a framework to govern and regulate the interaction between state organs and citizens. In this context, the rule of law ensures that freedoms of citizens are not restricted, nor are any favors granted according to groups and individuals except by law, and with due consideration given to the nature of this law.

Therefore, PWWSD advocates for clear government- and state- related functions, and conflict resolution mechanisms that must be defined by law, and carried out under the ultimate control of the citizens through a process of representational democracy. PWWSD believes that this would help foster a stable environment, and would optimize the conditions necessary for citizens to pursue available political, social, and economic opportunities. For the organization, it is also important to stress that the rule of law includes working towards a well-functioning and independent judicial system capable of providing justice for victims of women's rights violations.

PWWSD believes that its internal procedures, regulations, and by- laws are to be the only reference points governing the organization's work at all levels. PWWSD works to ensure that these rules are fair, transparent, and applied equally to all staff, and that the staff members' engagement in all aspects of its work is governed by responsibility and accountability for the strategic directions and outcomes of their work.

- **Gender sensitivity**

Both individually and as a whole, PWWSD's staff members will strive to be receptive and aware of the different situations and needs of women and men throughout the decision- making process. PWWSD endeavors to promote the achievement of gender equality and ensuring that PWWSD better searches, considers, addresses, and accommodates the specific needs and status of women in the Palestinian society through the planning and implementation of its activities.

- **Partnerships and Responsiveness**

PWWSD wants to continuously improve its ability to respond pro-actively to events and changes taking place regarding the human rights situation in the OPT. The organization will work on developing sound management tools at the administrative, financial, and managerial level that ensure flexibility and effectiveness of the work whilst ensuring that PWWSD's strategic objectives or outcomes are achieved. PWWSD endeavors to adopt procedures that will enable it to adapt tactically, operationally, and strategically to the changing political circumstances and the situation on the ground without shifting its focus.

### **Achievements and Lessons Learnt from Previous Strategic Period**

Since its establishment, PWWSD has invested significant efforts to strengthen, empower, and mobilize women's political, social, and economic participation all the while fighting to eradicate all forms of



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discrimination, in a challenging context characterized by occupation, persistent violations of human rights, and complex state-building processes.

Over the course of the past strategic period, 2012-2015, PWWSD has made strides in its objectives of (1) enhancing women's political and economic participation and (2) improving mental health of women and combating all forms of violence, by combining direct service delivery with community engagement and policy, advocacy, and campaigning. During this period, PWWSD's educational activities including trainings, lectures, and seminars benefitted thousands of women and men across the country, enabling them to acquire knowledge of their rights, increase their information and knowledge and skills, and open horizons to increase their ability to influence their communities and decision-makers. Thousands of vulnerable women and families have also benefitted from individual, family, and free-toll line counselling services. Another crucial aspect of PWWSD's work has been its ongoing lobbying activities order to ensure duty-bearers' fulfillment of their obligations towards the protection and promotion of women's rights, including through UNSCR1325; and its campaigning work on promoting women's political participation, raising women's quota to 30%, and protecting women and girls from exploitation through social media networks.

The main lessons learnt during this period have helped to inform our contextual analysis and to refine our programming to ensure wider and more sustainable impact. The lessons learnt include the need to enhance our working with men, especially male youth; to continue group empowerment of women through organizing them in bodies and structures; the importance of working to empower women economically given increasing economic marginalization; the need to develop and implement a national and regional advocacy plan with partners and like-minded organizations, coalitions and networks to unite the efforts with regard to UNSCR 1325, especially women's participation in decision-making and providing protection from violence, particularly the occupational violence and the rising fundamentalism; the importance of working with the grassroots on vertical and horizontal levels; enhancing and deepening our the psycho-social services including through forming an emergency psychological support team. Strategic directions to improve organizational performance and impact include the need to strengthen the visibility of the organization, through improving its media work and outreach; developing PWWSD's documentation and research file, improving and updating the organizational data system.

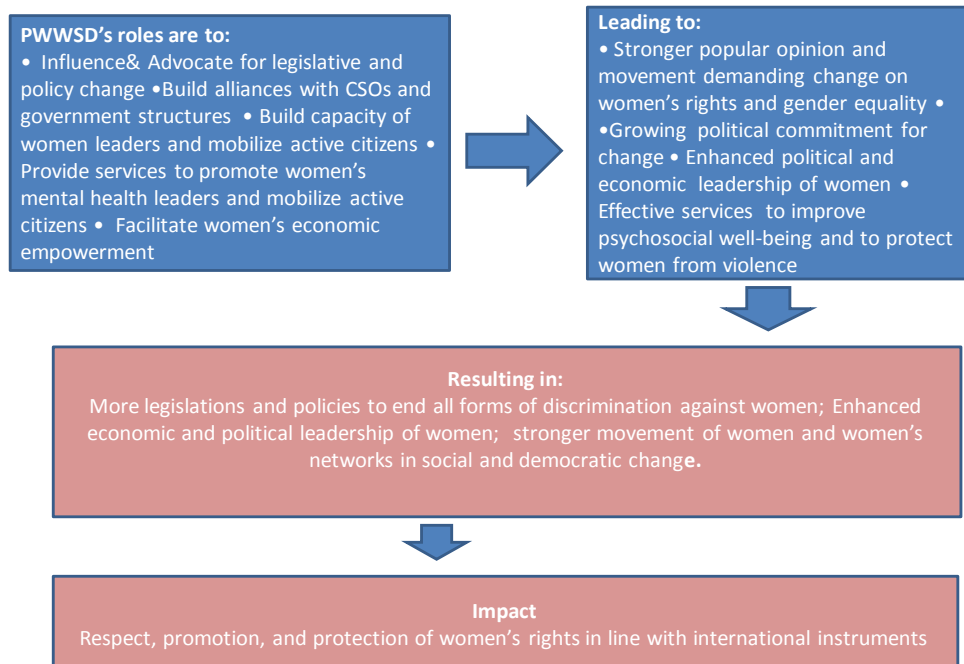
### Theory of Change, Strategic Objectives, and Outcomes

This Strategic Plan sets out the priorities for PWWSD for the period 2016-2020. It is the strategy that PWWSD will use to guide human and financial resources, programs and activities, and fundraising. Based on an emerging Theory of Change, it describes Strategic Objectives, Outcomes, and Interventions that have been formulated in line with our vision and have been informed by achievements and lessons learnt from the previous strategic plan period. Our emerging Theory of Change has been shaped by a detailed contextual analysis, where the main problem statement can be summarized as follows: Despite decades of ceaseless activism by women's rights organizations, which has led to significant advances, including legislative gains and the ratification of CEDAW and other international conventions, Palestinian women's role in political, economic,



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and public continues to be stifled by conservative powers, patriarchal structure of the community, ineffective democratic transition process, and ongoing violations of International Human Rights Law (IHRL) and International Humanitarian Law (IHL) by the occupying force. Our proposed Theory of Change will be characterized flexibility and responsiveness to institutional changes as a result of political developments and will therefore be systematically, periodically and when needed ad hoc reviewed, tested, and refined.



At the heart of PWWSD' work is a theory of change that sees that liberating women is connected directly with ending the occupation and establishing a full Palestinian democratic sovereign civil state. PWWSD believes that achieving independence for women, as well as social, economic, and democratic progress at community level, is unachievable unless there is a clear political will to eliminate all forms of discrimination and embody gender equality within the daily life of the community. Consequently, achieving women's freedom and their development on the basis of full citizenship rights is tied to achieving social, economic and democratic progress at the community level, which requires the development of a clear political will to eliminate all forms of discrimination and the embodiment of gender equality in the daily life of the community within the principles and concepts of the overall development. The distinctive uniqueness of PWWSD stems from its direct relationship with grassroots movement through its outreach methodology and through prioritizing women's needs. Through the use of methods such as service, opportunities, support (SOS) and Results Based Approaches (RBA), the PWWSD also offers a distinctive combination of effective service delivery, grassroots mobilization, and policy, advocacy, and influencing work.





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Based on the above illustrated Theory of Change, its extensive experience in the field, and achievements realized during the previous planning period (2012-2015), PWWSD has decided to pursue the following Strategic Objectives for the 2016-2020. For each of the objectives, specific outcomes which PWWSD will deliver during the strategic plan period have been identified and are described in greater detail in the Strategic Matrix.

### **Strategic Objective I: Palestinian women in OPT targeted by the program are empowered, widely involved and actively participate in public as well as in private sphere.**

- Outcome 1: Palestinian women targeted by the program are aware of their legal and civic rights and have the capacity to advocate for these rights.
- Outcome 2: Duty bearers targeted by the program demonstrate increased readiness to fulfill their obligations to reinforce women's rights.
- Outcome 3 Local community is more sensitized on Gender equality and feminist progressive discourse.
- Outcome 4: Women are empowered economically.

### **Strategic Objective II: The mental health (psycho-social well-being) of targeted women and girls is improved.**

- Outcome 1: A healthy psychological balance of targeted individuals is fostered.
- Outcome 2: Targeted women and community have increased awareness of psycho-social well-being and contribute to combating GBV
- Outcome 3: The professional capacities of the counseling staff are developed

### **Strategic Objective III: PWWSD's capacity and resources are developed.**

- Outcome 1: Administrative and organizational manuals of PWWSD are reviewed and developed.
- Outcome 2: Human resources are developed.
- Outcome 3: Income- generating activities of PWWSD are developed.

Strategic Objective III is an operational objective, and its associated outcomes are internal benchmarks which will promote organizational growth, impact, and performance so that the organization is well positioned to deliver on Strategic Objectives I and II.

## **PWWSD implementation policies**

PWWSD creatively combines its rich experience, good practices and institutional set up with a grassroots approach to apply its strategic plan, and committed to guide the implementation process by the following policies:

- Mobilizing and organizing women in different entities.
- Forming and activating pressure groups to advocate gender equality and human rights.



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- Coordinating and networking with other women organizations, governmental institutions, civil organizations, and political parties to advocate for women's equality in legislation.
- Developing women's leadership capacities.
- Utilizing different media tools to enhance its advocacy initiatives including: TV, radio, internet and newspapers.
- Actively mobilizing women's participation in the struggle to end the occupation and in the national dialogue building towards a democratic Palestinian state that respects women's and human rights.
- Supporting women with the Provision of psycho - social and legal services for women in need.
- Enhancing volunteers at the grassroots level to support PWWSD's activities on the ground.
- Continuously monitoring and evaluating PWWSD programs and projects; both internally and externally, to measure progress against the plans and set targets, and to ensure effective results.
- Documenting the violations of human rights especially women's rights in Palestine.
- Opening access and opportunities for women to play a productive role in advocating their rights and effecting social change for positive appreciation of women's roles.

### Stakeholders

- Women and girls, especially those who are disadvantaged, marginalized and vulnerable with special focus on working women in both formal and informal sectors, as well as women working at home
- Decision and policy makers,
- Members of Political parties, Shadow Councils
- Women cooperatives and CBOs
- Young male and men, including students
- Academics
- Palestinian women refugees

### Monitoring, Evaluation and Learning

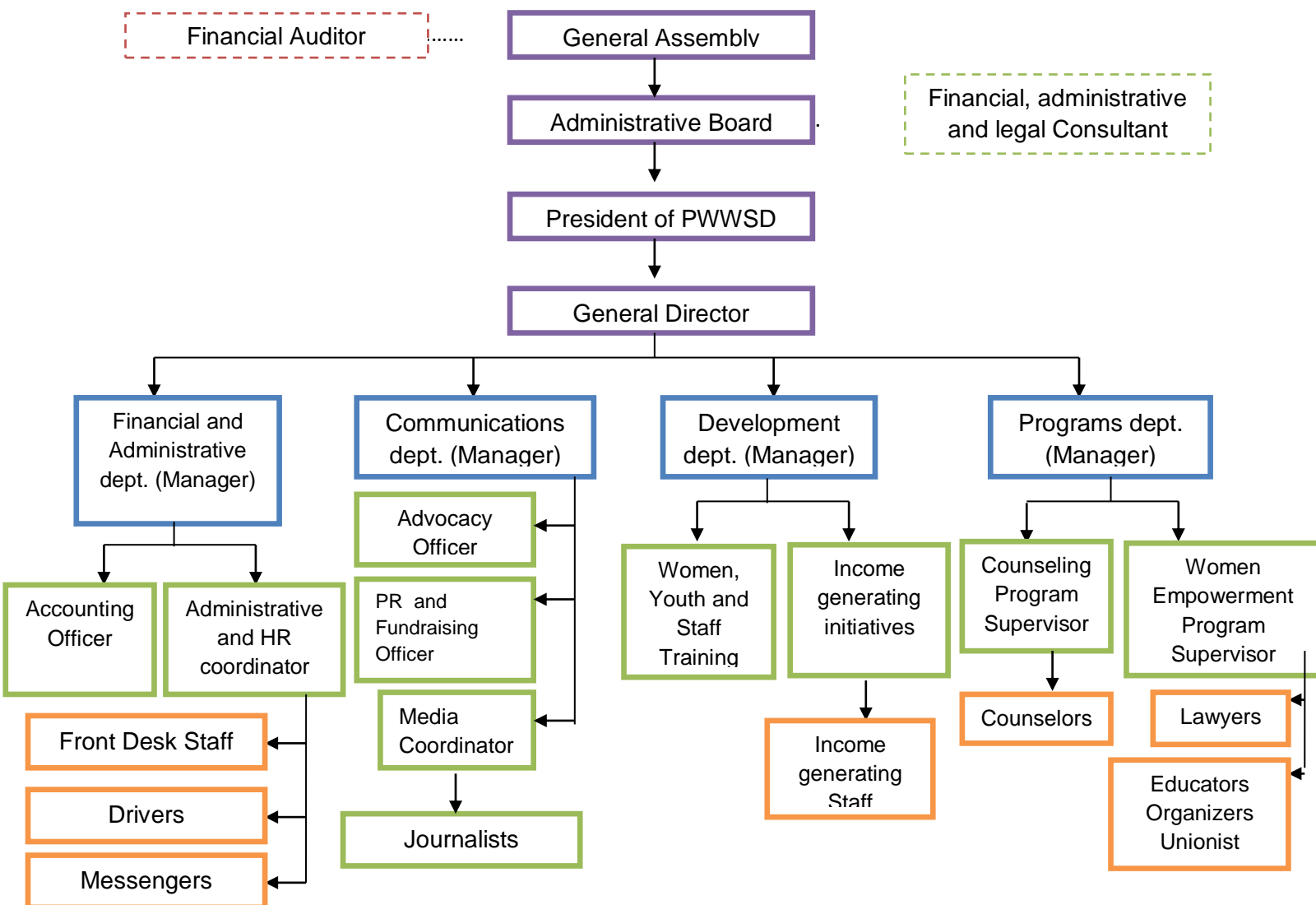
A critical component of this Strategic Plan is how it will be monitored and evaluated. The implementation of this Strategic Plan will require a strong monitoring, evaluation and learning (MEL) system based on Results Framework. PWWSD's MEL system aims to support the organization to ensure timely delivery of quality program and results, generate learning, and foster accountability to our Stakeholders, the communities we work, and to our donors. The proposed MEL system, which is more amply described in PWWSD's recently developed Planning, Monitoring, and Evaluation Manual, will measure the impact of PWWSD interventions by generating different reports, on a periodic basis, to be shared internally, including with our Board of Directors,



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and externally with donors and other relevant stakeholders. Another area of focus will be the development of visible and invisible indicators and utilization of adequate quantified and qualitative tools as means of verification.

### Organizational Structure Diagram





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## Strategic Matrix

Strategic Objective I: Palestinian women targeted by the program are empowered, widely involved and actively participate in public as well as in private sphere.				
Outcomes (by 2020)	Outcome Indicators	Means of Verification	Activities	Risks and Assumptions
<b>1. Palestinian women targeted by the program are aware of their legal and civic rights and have the capacity to advocate for these rights.</b>	1.1 Women participate in awareness raising and capacity building activities on legal and civic rights, and demonstrate increased awareness of these rights and are better able to influence and take initiative to defend their rights.	1.1 - Program Data - Pre/post activities assessment. - Reports on activities/lectures - Case studies and success stories of women engaged in community work - Focus groups - Activity documentation forms and material. - Quotations of women engaged in the trainings	1.1.1 Workshops and lectures on legal and civic topics 1.1.2 Seminars and study circles on: CEDAW, UNSCR 1325, political participation, legal and human rights. 1.1.3 Training courses, targeting shadow / local councils' members, CBOs, cooperatives, and women leaders. 1.1.4 Conduct open panels, discussion sessions, open and public meetings	Risks: - The continual absence of the Palestinian Legislative Council. - Expansion of fundamentalism. - The increase of social patriarchal norms.
	1.2 More targeted women are organized and playing leading role in CBOs, trade unions, and different forms and structures.	1.2 Records of number of women organized in trade unions, shadow councils and CBOs.	1.2.1 Organize women through: - Forming women/youth groups - Forming new shadow councils, and following-up the work with shadow councils established in 2013 -2014. - Follow-up of cooperatives and women group.	Assumptions: - Women accept to take part in awareness activities and are ready to interpret their knowledge and skills into practical steps.



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			<p>-Conduct activities with CBOs</p> <p>1.2.2 Activities to organize worker women in labor committees / syndicates, and follow-up on workers in kindergarten and private schools syndicate</p>	<p>- The availability of a staff experienced and skilled enough in educating women about their rights.</p>
	1.3 More targeted women are encouraged to participate on the various decision-making levels.	1.3 Records of number of women in decision making bodies.	<p>1.3.1 Lobbying activities on legislative and presidential elections</p> <p>1.3.2 Awareness-raising activities on the importance of women's political participation</p> <p>1.3.3 Capacity building activities for women members of local councils and women candidates to PLC elections (in case elections take place).</p>	<p>- PWWSD has wide access to local resources.</p> <p>- PWWSD has prolonged relationship with women grassroots from the various geographical areas and backgrounds.</p>
	1.4 More women are involved in the national and social struggle.	<p>1.4 Program Data</p> <ul style="list-style-type: none"> <li>- Networking and coordination file,</li> <li>- Minutes of coordination meetings,</li> <li>- Media coverage,</li> <li>- Documenting violations file.</li> </ul>	<p>1.4.1 Participate in coalitions/networks to against occupation, and document human rights violations.</p> <p>1.4.2 Formation and follow up of women and youth forums to activate their political participation</p> <p>1.4.3 Participation in media, lobbying and advocacy activities (of national nature).</p>	



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			1.4.4 Crisis intervention activities in areas close to the Wall and settlements, and with groups affected from Israeli measures, including prisoner issues.	
	1.5 More women have access to the available supportive resources within PWWS and the community.	1.5- - Monthly and annual reports. <ul style="list-style-type: none"> <li>- Program Data</li> <li>- Activity documentation forms and material.</li> <li>- Referral files from and to PWWS.</li> <li>- Visitor record.</li> </ul>	1.5.1 Integrated package of services through community centers. 1.5.2 Legal consultations and referral of women to relevant authorities. 1.5.3 Representation of women cases in courts. 1.5.4 Open line for legal consultation. 1.5.5 Legal services with psycho-social services	
<b>2. Duty bearers targeted by the program demonstrate increased readiness to fulfill their obligations to reinforce women's rights.</b>	2.1 PLC members, politicians, government officials, and civil society are introduced to women's demands within the proposed changes with drafted laws, and express tendency to support them.	2.1 Minutes of meetings with decision – makers and other duty bearers. <ul style="list-style-type: none"> <li>- Media coverage.</li> </ul>	2.1.1 Meetings with duty-bearers and invite decision-makers and officials to open meetings and seminars. 2.1.2 Hearing sessions and lobbying and advocacy activities, including submitting memos of demands on women’s issues, launch and continue campaigns on women’s issues (Penal and Personal Status laws), and the campaign on women’s right to housing in case of divorce. 2.1.3 Central lobbying activity on the occasion of the 8 <sup>th</sup> of March.	Risks: <ul style="list-style-type: none"> <li>- The occupation makes the national issues a priority for all people and thus weakens social issues.</li> <li>- The continual absence of the Palestinian legislative council.</li> </ul> Assumptions: <ul style="list-style-type: none"> <li>- The duty-bearers’ sensitivity towards women’s rights is increased.</li> </ul>



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	2.2 Presidential decrees related to UNSCR 1325 and CEDAW are activated within the Palestinian laws.	2.2 - Procedures and laws adopted by official bodies.	2.2.1 Lobbying, advocacy, and campaigning activities to incorporate CEDAW and UNSCR 1325 into local laws, and meetings with the President, Prime Minister, and related ministers.	- PWWSD has good contacts with duty bearers and its role as effective organization is recognized by them.
	2.3 Penal and Personal Status laws are discussed and adopted in the line with the proposed amendments suggested by women movement and civil society.	2.3 - Documents of suggested amendments. - Minutes of meetings. - Reports of changes adopted.	2.3.1 On-going awareness-raising and lobbying activities on the Family and Penal laws, media activities and publications, networking and coordination.	- Within political bodies there is a readiness to forward the implementation of women's rights according to CEDAW.
	2.4 PWWSD is more visible, effective and involved in advocating women's rights and gender equality in front of all duty-bearers including relevant ministries.	2.4 - Minutes of coalitions and network meetings. - Reports on advocacy efforts. - Media coverage.	2.4.1 Activation of the role of PWWSD within local, regional and international 2.4.2 Informative and promotional activities on PWWSD	- The existence of GOs and NGOs working on upgrading the law. - The existence of good networking with women's issues
<b>3. Local community is more sensitized on Gender equality and feminist progressive discourse.</b>	3.1 Media is utilized effectively in promoting women's rights and gender equality.	3.1 Articles published in media agencies about women's issues. - Media activity reports. - PWWSD social media links.	3.1.1 Broadcast radio programs and episodes within the radio program "Through Women's eyes", broadcast radio spots, publish posters, produce publications, issue press releases and activate the social	Risks: - Media stereotyping women and focus on their reproductive role. - Fundamentalists and conservative trends and norms expand.



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			media of PWWSD.	
	3.2 Women's rights and gender equality are demonstrably debated and mainstreamed within the community circles.	3.2 Reports of GOs, NGOs, CBOs and other bodies on women's issues. 3.3 Media coverage.	3.2.1 Implementation and participation in cultural activities, such as contests and film screenings, theatre plays 3.2.2 Involvement of the local community in PWWSD activities, such as open panels, discussion tables, seminars... 3.2.3 Networking and coordination activities on governmental and non-governmental levels, and activating the role of PWWSD within the networks and coalitions to support gender issues, including follow-up of the Plan of 1325 Coalition, Plan of the Legislation Committee of the MoJ, National Plan to Combat Violence, Gender Forum at the MoLG, and consultative committees of Safe Houses.	Assumptions: - Media is cooperating in mobilizing women's rights. - Local and national community circles are interested in reports and activities dealing with women's issues. - Existence of wide range of media institutions and progressive tendency among many of them especially independent ones. - PWWSD has strong access to media tools and the capacity to utilize media.
<b>4. Women are empowered economically.</b>	4.1 More targeted women address income-generating initiatives and play key role in developing local businesses.	4.1 Record of cooperatives, saving and lending groups, and income-generating initiatives.	4.1.1 Production development for cooperatives / groups. 4.1.3 Marketing campaigns for products including from the 2 Baladna workshops in Gaza, including holding exhibitions in	Risks: - Economy is deteriorating further. - Israeli measures, such as closures and restriction of





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			<p>Ramallah Facebook page to market women products.</p> <p>4.1.4 Rapid Care Analysis (RCA).</p> <p>4.1.5 Follow-up and referral of working women's cases</p>	<p>movement.</p> <p>- Lack of funding.</p>
	<p>4.2 More women have increased awareness of their legal and socio-economic rights.</p>	<p>4.2 Case Studies and success stories.</p> <p>4.3 Cooperatives records.</p>	<p>4.2.1 Training of women in establishing cooperatives, management of income-generating projects.</p> <p>4.2.2 Community awareness activities and lobbying and advocacy activities to support working women issues and develop social protection systems for them.</p>	<p>Assumptions:</p> <p>- More women are interested in income-generating projects.</p> <p>- PWWSA groups and cooperatives contribute to enhancing women's economic participation</p>



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**Strategic Objective II: The mental health (psycho-social well-being) of targeted women and girls is improved.**

Outcomes	Outcome Indicators	Means of Verification	Activities	Risks and Assumptions
<b>1. A healthy psychological balance of targeted individuals is fostered.</b>	1.1 More individuals benefit from counseling services and gain balance with the self and the surrounding environment.	1.1 Records of number of individuals benefited. 1.2 Intake files.	1.1.1 Individual, group, couple, and family counseling services for cases. 1.1.2 Individual consultations. 1.1.3 Consultation/counseling over phone (free- toll line) 1.1.4 Formation of supportive groups, including children to receive sessions. 1.1.5 Crises intervention activities (psycho-social) for women, children and their families and recreational activities for children and women 1.1.6 Referral of cases to specialized agencies that deal with psychological health	Risks: - Culture of silence. - Religious groups. - Israeli occupation. - Not enough services to cover need. - Increase of violence  Assumptions: - Raising women awareness will help them have more knowledge of their rights and channels to access these services. - Joint efforts from relevant stakeholders to reduce GBV. - Increased acceptance of seeking psycho-social services
<b>2. Targeted women and community have increased awareness of psycho-social well-being and contribute to combating GBV</b>	2.1 Women subjected to violence break the silence and are encouraged to participate in debating their issues at the community level.	2.1 Program Data - Number of participants. - Pre and post questionnaires. - Number of women seeking psycho-social services.	2.1.1 Community awareness sessions on mental health and well-being. 2.1.2 Lobbying and advocacy activities to sensitize the public opinion on GBV:	Risks: - Culture of silence. - Radicalism and religious groups. - Decision makers will not respond.



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			<p>sit-ins, marches, issuing statements and memoranda, press conferences, meetings, demonstrations</p> <p>2.1.3 Activities within the international/national campaigns on GBV including campaign to adopt the Family Protection from Violence law.</p> <p>2.1.4 Local networking with the General Union of Palestinian Woman, the Ministry of Women's Affairs, the Forum to Combat Violence, Amal Forum in Gaza.</p> <p>2.1.5 Participation in regional campaigns/networks including with Aisha and Salma Coalitions and the Coalition to Amend the Personal Status law in the Arab countries.</p>	<ul style="list-style-type: none"> <li>- Community lack of response (don't participate in activities).</li> <li>- Prioritizing national issues over women's issues.</li> <li>- Lack of gender-sensitive laws.</li> <li>- Strengthening of informal legal system (customs, tribal system, etc).</li> </ul> <p>Assumptions:</p> <ul style="list-style-type: none"> <li>- Women become advocates.</li> <li>- Participants know more about their rights and psycho-social well-being.</li> <li>- Women break the silence.</li> <li>- Women know their needs, services available and channels to reach the services.</li> <li>- Civil society and HR organizations join efforts to combat GBV.</li> </ul>
	2.2 Violence against women is more highlighted by media	2.2 Media coverage	<p>2.2.1 Informative activities (audio, visual, and written interviews) Broadcast spots; Media activities.</p> <p>2.2.2 Publications, work papers</p>	<ul style="list-style-type: none"> <li>- Media more sensitive towards GBV.</li> </ul>



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<p><b>3. The professional capacities of the counseling staff are developed.</b></p>	<p>3.1 Program's Counselors demonstrate enhanced professional competencies related to counseling services.</p>	<p>3.1 Training reports &amp; supervision reports.</p>	<p>3.1.1 Group and individual supervision sessions          3.1.2 Training activities for the counseling staff.          3.1.3 Participation in training of other organizations.          3.1.4 Monthly administrative meetings including with Gaza through skype to follow-up and revise plans, reports and data.</p>	<p>Risks:          - Lack of funds.</p> <p>Assumptions:          - High professional management team.          - Existence of capacity development plan.</p>
	<p>3.2 Further development of system of case documentations.           3.3 Counseling workers and students of humanitarian science are trained and demonstrate improved competencies in counseling.</p>	<p>3.2 Report on system development.</p>	<p>3.2.1 Development of counseling program data system.          3.2.2 Documentation of all cases according to the standard documentation system.          3.2.1 Formation of developmental groups in: Nablus, Ramallah, Tulkarem, Bethlehem, and Gaza, Yatta.          3.2.2 Internship of trainees of human science in: Nablus, Ramallah, Tulkarem, Bethlehem, Hebron, and Gaza.          3.2.3 Recruitment of volunteers for lobbying, advocacy, and training activities</p>	



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**Strategic Objective III: PWWSA's capacity and resources are developed.**

Outcomes	Outcome Indicators	Means of Verification	Activities	Risks and Assumptions
<b>1. Administrative and organizational manuals of PWWSA are reviewed and developed.</b>	1.1 The Five Years Strategic Plan is developed and adopted by all the organization's levels. 1.2 Organizational bylaws, administrative structure, administrative and financial manual and information system are developed. 1.3 The advocacy and lobbying unit is developed.	1.1 Internal report. 1.2 CSO records.	1.1.1 Distribution of PWWSA strategic plan for 2016-2020. 1.2.1 Application of the bylaws and regulations within the performance of the organization. 1.2.2 Drafting of annual plans and conducting internal evaluations. 1.2.3 Internal and consultative sessions. 1.3.1 Development of lobbying and advocacy unit. 1.3.2 Development of PWWSA website.	<b>Risks:</b> - Limited financial resources.  <b>Assumptions:</b> - The various stakeholders of the organization are familiar with the strategic plan and involved in developing it. - The tendency inside the organization to develop its internal structure and the willingness to assign the resources for that. - Resources (time and finances) are available for organizational developmental activities. - PWWSA has long continual experience in developing its quality of work.
<b>2. Human resources are developed.</b>	2.1 PWWSA's staff members' professional capacity, well-being and performance are improved.	2.1 Staff appraisal. 2.2 Training reports. 2.3 Training material and forms.	2.1.1 Training courses and supervision of the staff. 2.1.2 Development of the resource and training unit. 2.1.3 Drafting of annual plans and internal evaluation	<b>Risks :</b> - Lack of enough funds.  <b>Assumptions:</b> - A base of harmony and trust is established among all PWWSA levels (legislative,



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			<p>processes.</p> <p>2.1.4 Capacity building of reporting skills and preparing feature stories (success stories, case studies, etc.).</p> <p>2.1.5 Training in communication skills.</p> <p>2.1.6 International protection mechanisms.</p> <p>2.1.7 Development of a PME strategy.</p> <p>2.1.8 Training in media skills.</p> <p>2.1.9 Supervision for counselors.</p> <p>2.1.10 Well-being and self-care course.</p>	<p>administrative and executive levels).</p> <ul style="list-style-type: none"> <li>- High professional management team.</li> <li>- Existence of capacity development plan.</li> </ul>
<b>3. Income- generating activities of PWWSA are developed.</b>	3.1 The revenue of the income generating activities is increased.	3.1 Records & Reports.	<p>3.1.1 Promotional campaign.</p> <p>3.1.2 Permanent exhibition and seasonable exhibitions.</p> <p>3.1.3 Marketing of products via the internet.</p> <p>3.1.4 Building of a wide network.</p>	<p>Risks:</p> <ul style="list-style-type: none"> <li>- The high competition in the market.</li> <li>- The limited opportunities for marketing.</li> </ul>



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