



The Palestinian Working Woman Society For Development

جمعية المرأة العاملة الفلسطينية للتنمية

Strategic Plan 2021 – 2026

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I. INTRODUCTION AND BACKGROUND

The Palestinian Working Woman Society for Development (PWWSD) is a non-governmental women's, mass, developmental, and learning human rights organization that contributes to developing feminist struggle within national, social, and developmental dimensions. The organization believes that liberating women is connected directly with ending the occupation and establishing a full Palestinian democratic sovereign civil state. PWWSD is active all over West Bank including East Jerusalem, and the Gaza Strip and is an active member in several local, regional, and global networks and coalitions.

PWWSD aims for a free and democratic Palestinian society based on gender equality, respect for human rights and social justice. The organization promotes women empowerment, women's participation in the national struggle against the occupation, women's contribution to the development processes, the entitlement of woman to political, economic and civic rights, women's access to justice and their right to a life free of violence.

The following table presents the "Historical Profile for PWWSD" which includes main events and milestones that were affected the establishment and development of the PWWSD.

I.1 Historical Profile of PWWSD

Date/Period	Event/Milestone	Implications/Results
1980's	Organization officially began to form	PWWSD had a role in the national struggle, were also a member of the Women's Higher Council. The union mainly carried out protests, sit ins, visited prisoners' families, martyrs' families, had daily tasks. Regarding services: had 15-16 daycares for children around the West Bank.
		Cooperated with medical centers and doctors, helped with first aid and ambulances.
		Had a huge role in grassroots work in cities, villages, and camps.
		They cooperated with the worker's union and would visit work, help women with work, would visit factories. The worker's union had thousands of members in the 70's and 80's. this had heavy influence, in the sense which
1986/7	Participated in the higher women's council	Higher Women's Council had a large impact on other women's groups, had a larger role after the Intifada. Different women groups were cooperative with Higher Women's Council. It provided a platform for women to gather and protest on specific issues.
1987-1993	The First Intifada	The First Intifada played a role in affecting the work of the organization, as the organization had played a pivotal role during that time. The organization shift from a more national framework to social justice.

Date/Period	Event/Milestone	Implications/Results
		The organization began taking on gender based violence cases, as there was a lack of services for women. There was a lack of resources, organizations to help women in need. This was because Palestinian national struggle was the priority.
1989	Rise of NGO's in Palestine	Rise of aid from foreign countries in support of Palestinians, also began financing/funding NGO's.
1991	Began internal structuring and organizing PWWSD	This led to organizing and working on a grassroots level.
	Golden era of the organization	Due to their volunteer work specifically work with women and youth, established a prominent name for the organization.
	Began receiving NGO funding	It helped with the development of the organization. This made way for development and professional development on the goals of the organizations. Developing and providing specializations needed for the organizations.
Late 1990's	Funding increased vastly, was unconditional.	First funding was from USAID, there were no conditions they had to meet. This funding helped with developing the organization and hiring specialists to work with them.
2000	'Law of Charitable Associations and Community Organizations' was established	Allowed for the organization to register officially, registered as the 'Palestinian Working Women Society for Development'.
2000-2005	The Second Intifada	Was harder on the organization than the First Intifada. During the First Intifada, they did not have funding, therefore they did not have commitments. During the Second Intifada, they had funding and had to continue with their commitments. The priorities in Palestine were shifted due to funding. It was difficult to carry out work as usual, because there was curfew in certain villages and areas, it was not easy to go continue their work (advocating and spreading awareness on women's rights issues, gender equality, and social issues).
2004	Began Networking with other NGO's (international and regional)	Began networks with (WCLAC, Miftah, Oxfam) and joined IWC (international women's coalition). This
2006	Second Palestinian Legislative Elections	Hamas won elections which led to a large meeting within the PWWSD organization. This led to the first strategic planning of PWWSD

Date/Period	Event/Milestone	Implications/Results
2007	First strategic plan	PWWSD was more project oriented than program oriented.
2012	Second strategic plan	PWWSD began to be more program oriented than project oriented.
2011/2012	Shift to global/international advocacy	Worked with other organizations such as, UNFPA and Women Ministry, made a national strategy, for a global/international advocacy
2014	Palestinian President Mahmoud Abbas signed and ratified CEDAW	P.A. has to send a report every 4 years, updating the current situation of women's rights in Palestine, country report update.
		First report was finalized in 2018, PWWSD participated with the coalition who worked on the report. PWWSD helped in editing the report. PWWSD did not only work on the report through edits, but worked first hand on the report, even submitted the report to CEDAW. PWWSD had an official role in the report process with the coalition.
		The coalition turned into a body which will now watch over CEDAW and its applicability in Palestine. Every 2 years now there is a country report. Now there are two reports every year. One which is a follow up report with the union of NGO's and organizations, PWWSD is a member. The second one is a report from the government.
2016	Lack of resources/conditional funding	Due to the Arab Spring and regional political instability (including 2014 war on Gaza Strip), funding was reallocated to humanitarian aid. Since PWWSD was now more program oriented, needed resources, there was a backtrack on funding and their projects, many external issues affected their funding.
	More program oriented	Decided to work on three levels (women, decision-makers, and society).
		International advocacy- has been a factor of the organization since its establishment however after the Second Intifada, International advocacy grew, and as PWWSD became more program oriented.
2019	Social Backlash Against CEDAW	Palestinian court decided that the international law transcend local laws, even those who are inconsistent with our culture/values.

As the Strategic Plan (2016–2020) is coming to an end, PWWSD has embarked on a planning process aiming at developing and formulating a new strategic plan that will guide and govern the planning and implementation of its various programs and activities in the coming five years (2021–2026). Based on the accumulated learning and experience over the years, the intention of the planning process has been to involve PWWSD's Board of Directors (BOD), management, and staff in an in depth strategic analysis and

discussion about the current situation of PWWSD, and collectively reaffirm/develop its future vision, values, mandate, and strategies that appropriately address the challenges and make use of new the potentials inherent in the prevailing health, political, legal, and socio-economic conditions. The key issue in this respect has been to safeguard and promote the distinctive character and identity of PWWSD, while enhancing its programmatic coverage and implementation effectiveness.

The document below summarizes the main features of the Strategic Plan. After a review of the major historical milestones and experiences that influenced the shaping of today's PWWSD, an analysis of the existing main internal and external environment and the identified strategic issues are outlined. The document then presents a set of agreed upon values, PWWSD's vision and mission statement. The TOC framework, including the goal and strategic objectives, as well as the overall strategy that guide PWWSD's short and medium term interventions are described. Subsequently, the document presents the implementation frameworks for programs. The document concludes with an implementation plan for the year 2021 and frameworks for Monitoring and Evaluation and for Risk Management.

II. FORMULATION OF THE STRATEGIC PLAN

In order to prepare the Strategic Plan, the research team performed the following main tasks:

- **Preparatory meeting:** Alpha conducted a kick off meeting with PWWSD team and discussed the process of conducting the Strategic Plan. During this meeting assignment objectives, methodology, approach, implementation plan and deliverables were discussed with PWWSD.
- **Desk Review of Relative Literature:** PWWSD sent all relevant documents to Alpha team. Alpha team then reviewed the documents and collected the relevant information to draft the theoretical section. This included the context analysis and historical profiling of PWWSD. For the context analysis, Alpha reviewed secondary documents including PCBS reports and reports from different UN branches. For the historical profile, a long meeting was conducted with key staff with PWWSD key staff and management to have in-depth understanding of the organization's history.
- **Data Collection:** Alpha team developed general questions to collect information from different groups which are:
 - **PWWSD Staff:** Alpha developed a questionnaire which was sent through an online link to PWWSD staff. This questionnaire included general questions about how the staff perceive the mission and the vision of their organization (PWWSD). SWOT analysis questions were also included in the questionnaire such as how the staff see the strengths, weaknesses, opportunities and threats. Questions regarding suggestions and ideas for improvement were also included
 - **PWWSD Beneficiaries and stakeholders:** Alpha team developed general questions that were asked to the beneficiaries and stakeholders through interviews such as perceptions of PWWSD, achievements and future expectations from PWWSD
- **Facilitating strategic development workshops:** Alpha team facilitated workshops with PWWSD which resulted in:
 1. Conducting SWOT analysis
 2. Identifying issues of focus for the upcoming period of the strategic plan

3. Identifying strategic objectives
4. Developing theory of change
5. Developing logical framework
6. Developing plan of action for 2021

The workshop was initially supposed to be conducted over two days; on the 26th and 27th of January, 2021. However, Alpha needed more time to continue collecting data at the workshop, so it was extended for a few more days

- **Meetings with PWWSD staff:** multiple meetings were conducted with PWWSD to obtain more information that are required to develop the logical framework template for PWWSD programs.
- **Data analysis:** Alpha adopts a human results-based approach in planning and strategic development. Alpha team conducted a strategic data analysis. It is based on a comprehensive systematic analysis of the current competitive position of the PWWSD through the current and expected opportunities and threats in the business environment of the association on one hand, and on the elements of strength and intrinsic weakness that exist within the association on the other hand. The strategic analysis is based on the SWOT analysis in order to research two basic dimensions in the PWWSD's situation, namely:
 - **External environment analyses:** the external environmental factors will be studied and analysed through analysing the opportunities available to the PWWSD, getting acquainted with the circumstances surrounding PWWSD and determining the potential threats or risks. During this analysis a number of aspects will be identified, the most important of which are the objectives to be achieved, the available resources / scope and space available for the association to mitigate expected risks/challenges. Additionally, patterns of values, customs and traditions will be also identified
 - **Internal environment analysis:** A comprehensive oversight of the internal organizational environment will help determine the levels of its performance, areas of strength, and areas of weakness. This will be done through:
 - ✓ Evaluating the available material, human and financial capacities and capabilities.
 - ✓ Diagnosing the PWWSD's position in relation to other feminist and human rights organizations.
 - ✓ Explaining the identification of strengths and encouraging the organization to take advantage of them.
 - ✓ Identifying weaknesses to be addressed, or avoided by the organizational identified strengths.
 - ✓ Identify a link between internal analysis (strengths and weaknesses) and external analysis (opportunities and threats)
- **Developing the Strategic Plan and Logical Frameworks:** After collecting the data and information from the different resources and analysing it, Alpha team prepared and developed the PWWSD organizational strategic plan (2021 -2026). Additionally, based on the 4 years strategic, Alpha team prepared the Annual work plan for the year 2021. Moreover, Alpha team prepared logical frameworks for the current PWWSD programs.

III. PREVAILING ENVIRONMENT AND MAIN STRATEGIC ISSUES

III.1 Over all Context

Prior to the Covid-19 pandemic, Palestinian women continuously face multiple layers of oppression from patriarchy and the Israeli occupation. The Palestinian male-dominated society has structured a public and political life that excludes the voices of women subjecting Palestinian women to discrimination and systemic discrimination at the local level. (UN Women, 2018, p. 14). At the same time, the Israeli occupation imposes restrictions that directly and indirectly effect the development of gender equality in Palestine (UN Women, 2018, p. 14). This form of oppression encountered by Palestinian women remains an issue for women's rights. This context analysis will highlight the current socioeconomic, health, political, and legal conditions which impact women's rights and PWWSD's work.

Since the outbreak of Covid-19 in Palestine in March 2020 there have been more than 300,000 confirmed reported cases of Covid-19 in the West Bank and Gaza Strip (WHO, 2021). Covid-19 has affected almost every factor of Palestinian lives such as Palestinians social life, livelihood, education, the economy, health sector, people's movements, employment, and private sphere (life at home) (UN Women, 2020). This affected women who are employed because the Governmental Cabinet decided to relieve women of their work during the crisis so they can stay at home with their families (UN Women, 2020, p. 19). 41% of employed Palestinian women are already vulnerable since they do not have written work contracts and are most likely to be laid off without compensations (MAS, 2020, p. 2). In addition, due to the restriction of movement, many women and school girls have had difficulty accessing essential services (such as health, protection, security and justice, which has put them at heavy risks of abuse (UN Women, 2020, p. 28). Women's organizations have been receiving a significant increase of cases of women who need protection and were unable to receive sheltering services at governmental facilities (UN Women, 2020, p. 28). Additionally, during the spread of Covid-19 in Palestine, domestic violence has increased (GPR, 2020, p. 3).

The Oslo Accords in 1993 led to the creation of the Palestinian Authority and the division of the West Bank into three parts: Area A, Area B and Area C. Around 65% of Area C is under full control of the Israeli administration (UNFPA, 2017, p. 11). Following this, there has been a deadlock in the peace process, during which the political situation has deteriorated. The deadlock includes a split in Palestinian political unity, the expansion of Israeli settlements in the West Bank, Israeli land confiscation and annexation, and the blockade in the Gaza Strip (UN Women, 2017, p. 26). Annexation of Palestinian land in the West Bank can be dated back to 1967 where Israel created laws and policies to enforce land annexation (PLO, 2020, p. 12). In 2019, there were a total of 151 settlements in the West Bank (PCBS, 2019, p. 19). The formation of Israeli settlements have affected every part of Palestinian lives including educational, social and economic development (PCBS, 2019, p. 13). Following the Oslo Accords, where there were around 115,000 settlers, the number of Israeli settlements have tripled (UN Women, 2018, p. 17). By 2019, there were a total of 151 settlements in the West Bank (PCBS, 2019, p. 19). Additionally, residents living in Area C, which makes up 65% of the West Bank, suffer from poor infrastructure and the lack of services, including health and education (UN Women, 2018, p. 18). Those living in area C also continuously suffer from geographic isolation, poverty, house demolition, and settler-violence (UN Women, 2018, p. 18) (OCHA, 2019, p. 21). Women are specifically affected by the results of the Oslo Accords, since women who live in area C are more susceptible to violence by Israeli soldiers and settlers (UN Women, 2018, p. 19). Also due to this, women face social, economic, educational, and political repercussions including the lack of sufficient health care and schools (UN Women, 2018, p. 19).

Palestinian women face oppression, inequality, and GBV by multiple influencing factors such as the Israeli occupation, Palestinian patriarchy, fragmentation of land, siege on Gaza, and political divisions between Palestinian factions. Within the legal context, although Palestine has signed and ratified the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) without reservations (UNFPA, 2018, p. 8), Palestinian laws make it difficult for women to access justice. . For example, Palestine does not have any laws that protect women from domestic violence or honor killings (UNFPA, 2018, p. 16). According to the 2019 PCBS survey, the prevalence of violence against women married or previously married women (18-64 years) who experienced at least one form of violence by their husbands throughout the 12 months preceding the interview with PCBS staff in Palestine was (27.2%) compared to (37%) in 2011, (22.2%) in the West Bank and (35.2%) in Gaza Strip (PCBS, 2019, p. 22). Violence against women in Palestine exists in 5 main forms; psychological and emotional violence, physical violence, sexual violence, social violence, and economic violence (PCBS, 2019, p. 22). The most prevalent form of violence in Palestine is psychological violence (52.2%), specifically 46.1% in the West Bank and 62.5% Gaza Strip. The other two highest forms of violence include economic violence (36.2%) and social violence (27.6%) (PCBS, 2019, p. 22).

Palestinians living under occupation face restrictions of movement, sieges, checkpoints, settlements, the separation wall, and violence by Israeli Security forces and settlers (UN Women, 2017, p. 68). More than half of the Palestinian population have been exposed to violence by Israeli settlers and Security Forces (UN Women, 2017, p. 67). In 2016 UN Women conducted a survey with 1200 men and 1200 women who lived in urban, rural, and camp areas. Of the respondents, 65% of males and 55% of females have experienced one or more forms of violence by Israeli security forces and/or settlers (UN Women, 2017, p. 67). The different experiences of violence by Israeli security forces and settlers towards women includes the following: harassment, loss of access to land, injuries, family loss, restriction of movement, lack of health resources, and the lack of access to education institutions. Some of the most vulnerable areas in the West Bank experiencing intensification of Israeli aggression include: Area C, Hebron H2¹, and East Jerusalem. Palestinians living in these areas are most vulnerable to settler attacks and home demolitions than Palestinians living in other areas (OCHA, 2019, p. 18). Additionally, violence in the Gaza Strip by the Israeli forces have increased since the start of The Great March of Return in 2018. Since then, over 228 Palestinians have been killed, including 43 children (OCHA, 2019, p. 7). Those injured during the demonstrations include over 24,000 civilians (OCHA, 2019). Many of the injuries were cases of severe soft tissue damage and some of the injured needed limb amputation (HRW, 2018). In 2019, Israeli forces killed over 71 civilians and injured over 11,000 Palestinians in the Gaza Strip, including over 1,800 injured women (HRW, 2019).

After the annexation of East Jerusalem in 1967, Jerusalem became one of the most complex political situations in Palestine (Eguiguren & Saadeh, 2014, p. 27). The international community do not recognize this annexation and under International Law the official status of Jerusalem has been disputed (Eguiguren & Saadeh, 2014, p. 27). Although as an occupying power Israel is legally bound to abide by International Humanitarian Law, Palestinians living in East Jerusalem are some of the most marginalized people in Palestine (Eguiguren & Saadeh, 2014, p. 27). Palestinians in East Jerusalem lack normalcy in their lives as their direct struggles from the Israeli occupation include denial of family reunification, lack of access to residence permits, lack of access to full citizenship or nationality, difficulties with child registration, movement restrictions by the segregation Wall and checkpoints, basic and higher education restrictions, health services limitations, housing problems (including demolition risk), lack of effective access to building permissions, insufficient space for extended family, and violence by Israeli soldiers and settlers

¹ H2 is the part of Hebron which is under direct Israeli military control

(Eguiguren & Saadeh, 2014, p. 28). Women in East Jerusalem have reported to be specifically impacted by overcrowding and lack of employment opportunities in which 85% of women in East Jerusalem do not participate in the workforce (Eguiguren & Saadeh, 2014, p. 38). The reasons for this include: the lack of daycares for their children, poor salaries, and unequal gender roles and expectations, and movement restrictions caused by Israeli occupation (Eguiguren & Saadeh, 2014, p. 40).

Another issue in the peace process is the political divide between the Gaza Strip and West Bank. Since the West Bank was controlled by Fatah, it has been difficult to form political, legal, and social unity in Palestine (UNFPA, 2017, p. 11). In 2006, Hamas won legislative elections, which caused heightened tensions between Fatah and Hamas (Aljazeera, 2013). This resulted in Hamas taking control of the Gaza Strip and Fatah taking over the West Bank. Following this, in 2007 Israel imposed a land, sea, and air blockade on the Gaza Strip (OCHA, 2017). The Israeli blockade on Gaza has led to food insecurity, high unemployment, poverty, and aid dependency (OCHA, 2017). Specifically, 62% of people in the Gaza Strip suffer from food insecurity (OCHA, 2019, p. 28). Prior to Covid-19, women in Gaza were significantly impacted by the blockade, as it influenced high unemployment (60%), food insecurity (39%), and poverty rates (53%). During the pandemic, women in the Gaza Strip were put at higher risk due to the lack of proper resources and overcrowded areas. Women organizations have complained that during the pandemic basic necessities such as medicine, food, mobile phones and hygiene kits have not been enough for women in need (UN Women, 2020, p. 14).

The Trump Administration's unequivocal support of Israel has setback any progress towards peace and human rights for Palestinians. This includes the "Trump Peace Plan" formally known as "Peace to Prosperity: A Vision to Improve the Lives of the Palestinian and Israeli People". This plan includes the remapping of borders, land swaps, security, status of Jerusalem, status of Palestinian refugees, and status of Israeli settlements (PLO, 2020, p. 8). All of these issues discussed were in favor of Israel's settler-colonial agenda. Even before the Trump Peace Plan, the Trump administration made an official decision to move the US Embassy to Jerusalem, and the official transfer of location was in May 2018 (PLO, 2020, p. 28). With Trump's Plan in motion, Israel will be allowed to annex (32%) of the West Bank (PLO, 2020, p. 18). The house demolitions and annexation affects the development of Palestinian society, specifically Palestinian women who say that it affects them mentally and emotionally, it also affects their everyday lives (PLO, 2020, p. 75).

Civic space for Palestinians, including Palestinian women, is shrinking on two fronts: Israeli occupying authority and Palestinian national authorities (West Bank and Gaza Strip) (PCHR, 2019). Specifically, the Israeli government through its legislative and policy measures crack down on anyone critical of the Israeli Government (ActAlliance, 2017, p. 6). Some laws which were passed and imposed to limit free speech and freedom of movement include NGO Transparency Law, anti-Boycott Law, and Entry into Israel Law (ActAlliance, 2017, p. 7). These laws specifically delegitimize the work of NGO's, prohibit public support for Boycott Divestment, Sanctions (BDS), and restrict the entry to Israel of anyone in support of BDS (ActAlliance, 2017, p. 7). Furthermore, human rights organizations and civil society organizations have reported having cyber-attacks, hacks, death threats, harassment, and receiving defamatory emails (ActAlliance, 2017, p. 8). Also, Israel is highly known to crackdown on protestors and detaining anyone who is publicly critical of Israel (HRW, 2019). Also, the Palestinian Authority (PA) similarly restricts civic space through crackdown on non-violent protestors and detaining anyone who criticizes its policies, including (ActAlliance, 2017, p. 9).

Prior to the pandemic, the Palestinian economy was expected to fall into recession in 2020/2021 (UNCTAD, 2020, p. 1). During the pandemic, the Palestinian government increased spending on health and social protection (GoP, 2020, p. 2), however this is not enough to protect from the increase of poverty

amongst Palestinians. Generally, Palestinian women are susceptible to economic vulnerability. This is mainly due to limited integration in job markets, restricted access to productive assets and land, and discriminatory inheritance laws (ESCWA, 2019, p. 15). Female-headed households are more prone to poverty than male headed households, this includes (54%) in the Gaza Strip and (19%) in the West Bank (UN Women, 2020, p. 11). In March 2020, (42%) of Palestinian households' income decreased to half prior to lockdown and (31%) of Palestinian households could not afford to cover household expenditures during the lockdown (MAS, 2020, p. 1). Furthermore, (61%) of Palestinian households are afraid they will not have enough food and (58%) of households said they borrow money or buy on credit to cover household needs (MAS, 2020, p. 1).

In 2018, Israel passed a law which mandated the deduction from Palestinian fiscal revenues (UNCTAD, 2019). Then in 2019, Israel deducted \$11.5 million per month from Palestinian clearance revenues, which the Palestinian government refused to accept anything less than its full clearance revenues (UNCTAD, 2019). This was highly problematic since the clearance revenues account for (65%) of the total PNA revenue and (15%) of GDP (UNCTAD, 2020, p. 7). The Palestinian government responded by "a cut of 30 per cent to the wage bill, freezing hiring and promotions, reducing social assistance to the neediest, increasing public debt and accumulating greater arrears" (UNCTAD, 2020, p. 7). Additionally, the Palestinian government decided that public employees will only be paid half of their salaries (UNCTAD, 2020, p. 7). Throughout these changes, including during the Covid pandemic, women's salaries and job positions were not protected, as there are no employment laws to protect them (MAS, 2020).

Around 2.5 million people in Palestine are in need of humanitarian assistance (EU, 2020). In recent times, Palestinian Civil Society Organizations have struggled with receiving funding. This is due to multiple obstacles including the conditional funding by the European Union, the US ceasing funding under Trump Administration, and the decrease in humanitarian funding. Over the last few years, humanitarian funding in the West Bank and Gaza Strip has significantly decreased, mainly due to the decline of funding from the United States (OCHA, 2019, p. 10). For example, in 2018 \$539.7 million was needed for the Humanitarian Response Plan, but only \$225 million was secured (OCHA, 2019, p. 10). In early 2021, the new Biden administration announced they will restore USAID to Palestinians (BBC, 2021). In 2020, the European Union established an 'anti-terror' clause, which conditioned funding on the basis that some Palestinian political parties are sanctioned (Alsaafin, 2020). The clause also conditions that anyone who has been arrested by Israel must be vetted before participating in any EU funded project (Alsaafin, 2020). Now both USAID and EU funds stipulate 'anti-terror clause' regarding all of their project based funding (Alsaafin, 2020). Additionally, women's rights organizations face the obstacle of lack of funding for women, peace and security and preparing cases in the international courts and tribunals (MIFTAH, 2017, p. 61). Now these organizations funding have cut due to the prioritization of funding towards Covid-19 relief (UN Women, 2020, p. 20).

Palestinians, especially Palestinian youth, suffer from high percentages of unemployment. In 2019, the unemployment rate was (25%) in Palestine and labor underutilization was at (33%) (PCBS, 2019). Specifically, the number of unemployed persons was roughly 343,800 in Palestine, 215,100 in Gaza Strip and 128,700 in the West Bank. Regarding gender, (41%) of females were unemployed compared to (21%) of males (PCBS, 2019). During 2020, the number of unemployed persons increased to 373,000 by the 3rd quarter of 2020 (PCBS, 2020). In the West Bank the unemployment rate was (19%) and (49%) in the Gaza Strip (PCBS, 2020). In 2020, the unemployment rate for females reached (44%) compared to (25%) males (PCBS, 2020). Also, around 1.7 million Palestinian livelihoods are affected by the Israeli occupation (WFP, 2020, p. 12). Female headed households' level of insecurity are around (31%), (19%) in the West Bank and (62%) in the Gaza Strip (OCHA, 2019, p. 28).

Palestinians living in Palestine have lost hope for their future. Due to the socioeconomic conditions, Israeli Occupation of West Bank and East Jerusalem, and the blockade on Gaza Strip Palestinians suffer from mental health issues. Palestinians have the highest percentages of mental disorders within the Middle East (WHO, 2020, p. 5). Nearly 500,000 Palestinians suffer from psychological distress and mental disorders due to their humanitarian conditions (OCHA, 2019, p. 19). In the Gaza Strip, more than half of Palestinians (55%) who attend UNRWA health services demonstrated poor mental health, with (70%) potentially depressed (OCHA, 2019, p. 31). Even with the upcoming elections Palestinians find it difficult to be optimistic. For example, more than half of Palestinians (52%) do not think the upcoming elections will be fair and free with the current conditions (Aljazeera, 2021). Furthermore, (76%) believe if Hamas wins, Fatah will not accept the results and (58%) believe if Fatah wins Hamas will reject the results (Aljazeera, 2021). To summarize, Israeli occupation, Palestinian patriarchy, and Covid-19 have heavily impacted Palestinian women's rights, which initiates the need for services for women.

III.2 Internal Environment

There are a number of strengths and weaknesses of the internal environment of PWWSD. A point of strength highly identified in the interviews with stakeholders and staff was the experience of the staff. PWWSD has a strong and experienced staff who are committed to their job. This experienced staff contributes to the succession of PWWSD and getting work done properly. The administrative staff is skilled in all aspects about the services and workshops it provides to the groups of society. The PWWSD management is strong such that the development manager has extensive experience and is socially effective. In addition, the PWWSD team is ambitious and passionate about the association and highly believe in the ideas and goals to be achieved by PWWSD. Another strength is PWWSD's ability to form and maintain partnerships and alliances such that PWWSD has and maintains partnerships with other organizations that support women rights. Lastly, PWWSD is strong in the services that are provided and presented to women and their causes.

On the other hand, there are a number of weaknesses in the internal environment that were mentioned repeatedly and identified by stakeholders and staff. Firstly, a point that was mentioned is lack of sufficient funding for projects and programs which effect the impact of the program. Projects ending when funding by donor's ends is seen as weakness. There is a financial shortfall within the association. Another point that was highly mentioned when staff and stakeholders are asked about weaknesses and was brought up in other discussions is the lack of enough staff at PWWSD. There is a lack of staff in the legal and psychological staff of the Association and a low number of employees. This effects the work on the current staff at PWWSD by subjecting them to more workloads on each individual employee. Another weakness is PWWSD's recruitment of staff and appointing them to appropriate positions. There are tensions and low spirit between the staff at PWWSD which effects the work of the association. There is also a lack of guidance and resolution of conflict at the association for the employees. Also, projects are unorganized and inconsistent. There isn't enough follow-up on the projects from PWWSD and operations are unorganized. The unclear and ineffective organizational structure changes over the course of weeks and months. Lastly, a point that was continuously mentioned and identified as a weakness through the interviews is media. There is media negligence and there needs to be a media plan. The activities and achievements of PWWSD do not reach enough people or the satisfied amount of people. In addition, PWWSD needs to appoint a lawyer and councilor to provide services to beneficiaries and women in need. Lastly, the work of PWWSD does not get enough media coverage and attention.

Strengths	Weaknesses
• Skilled and experienced PWWSD staff who are committed to their job. • Manager at PWWSD who is effective and experienced. • Forming partnerships and networking • Impact PWWSD achieves through their activities. • PWWSD team is passionate in what they do and believe in PWWSDs cause. • Services PWWSD provides to women.	• Lack of sufficient funds and financial resources. • PWWSDs ending of projects when funds end and linking it to the donors. • PWWSDs Lack of staff. • PWWSD recruitment and appointing staff. • Media, PWWSD don't post enough and doesn't get enough attention. • Tension and low spirit between staff. • Lack of guidance and support for PWWSD staff and job instability. • Inconsistency in projects and lack of organizational structure.

III.3. External Environment

There are a number of opportunities and threats from the external environment of PWWSD. Opportunities involve the evaluation of PWWSD activities. The presence of a constructive and advanced evaluation set by the advisory committee in which the beneficiaries are asked to evaluate the association's work and their experiences with PWWSDs services is an opportunity. Another opportunity for PWWSD is to benefit from previous experiences and success stories, and building more effective ideas that can impact the Palestinian society. In addition, a situational analysis on women in the Gaza strip in regards to the impact of COVID-12 on women's work in the society in Gaza. Also, an opportunity to monitor the decent work law and the minimum wage law. An opportunity mentioned repeatedly is to implement economical projects. PWWSD should have economic projects, not just educational. There should be stronger and more recent economic empowerment, according to the association's statistics, the more women receive economic empowerment, the more they have a role in society and in the home. Stakeholders and staff argued there should be an opportunity of a stable source of funding and financial support in order to sustain projects. Another opportunity is to seek external support from other organizations in society, politics and institution. Also, there should be an opportunity to improve PWWSD work quality and credibility. A point mentioned many times in the discussions is PWWSD should increase its activities to villages and marginalized areas. Lastly, PWWSD needs to focus on the media aspect in all branches of the association.

On the other hand, there are a number of threat for PWWSD in the external environment. Corona is a threat faced by society although there are alternatives means to communicating with women and using electronic means of communication. The pandemic affected the nature of the association's working hours, and affected the access of abused women or the beneficiaries to the association. This even prevented abused women from reaching healthcare units for treatment. The pandemic made it an obstacle to reaching individuals and providing the largest possible amount of funding. It affected the work of the association and stopped some of its activities. In addition, another threat are the economic challenges in light of the Corona pandemic, which caused an economic crisis, and also affected the implementation of activities and workshops. Another threat are political changes that determine stability. Most comments reflected the elections but since the elections are postponed, this won't affect the association at the moment. However, a political threat is the absence of a legislative council which makes the work of associations difficult. PWWSD needs to form a legislative council in the coming periods to amend some laws, such as: the labor law, the personal status law, and the CEDAW law. Another political threat is the

division between the West Bank and the Gaza Strip. There is an economic threat in terms of reducing the sources of funding that associations receive in general in light of economic crises, and this affects the ability of the association to provide support to small projects, for example. In addition, there is a small presence of donor institutions and a reduction in funding. Lastly, there is social threat from people who are hostile to women's rights, and anti-feminist thought. Family and custom traditions pressure woman to make decisions and this constitutes a threat to the association.

O pportunities	T hreats
• Evaluation of PWWSD activities and investigate previous and current experiences. • Implement economic projects • Stable source of funding and financial support for PWWSD • External support (society, politics, institution) • Quality of PWWSD work and credibility • Reach marginalized areas such as villages • Increase media in all branches • Appointing lawyers and councilors	• Political situation and instability in Palestine • Corona virus pandemic • Social constraints and imposition of opinions on Palestinian women. • Economic crisis and obtaining funds due to the lack of donors.

III.4 Main Strategic Issues

Based on its analyses and understanding of the context and the prevailing internal and external environment, PWWSD shall focus in the coming five years (2021-2026) on addressing the following main strategic issues that are mutually dependent and interlinked:

1. Strengthening the resilience and the sustainability of the institution.
2. Economic empowerment for women.
3. Empowerment and political participation of women.
4. Combating gender-based violence.
5. The role of women in national work.

IV. THE WAY FORWARD

IV.1. PWWSD's Values

All PWWSD's work is anchored in the following principles:

1. Independence
2. Professionalism: Work by standards and procedures, not randomly.
3. Objectivity
4. Advocacy for women issues
5. Responding to needs (Responsiveness)
6. Equality and Social Justice

IV.2. PWWSD's Vision

“A free democratic society, that is based on justice, dignity, respect for citizenship, human rights, difference and diversity, where women can enjoy full equality”.

IV.3. Mission Statement

“Palestinian Working Women for Development is a civil feminist human rights organization which seeks to achieve gender equality and combating all forms of discrimination and gender-based violence, facilitate women access to justice, and contribute to the development process, through providing psychological, social and legal support to women, empowering them and encouraging their participation in the political, economic and social fields, and in their participation in the national struggle to end the occupation.”

IV.4. Theory of Change

PWWSDs operates over a number of level interventions: organizing and engaging women in groups, community awareness of women rights, building a supportive community for human rights, at the national level at effecting and pressuring parties, laws and rules on women through pressuring decision makers, and at the international level through working with the international community to support Palestinian women and expose the Israeli occupations violence and assault on Palestinian women. PWWSD is Palestinian women, mass, developmental, learning human rights organization that contributes to developing the feminist struggle within national, social, and developmental dimensions in the West Bank and Gaza Strip. The organization believes that liberating women is connected directly with ending the occupation and establishing a full Palestinian democratic sovereign civil state. It is an active member in several local, regional, and global networks and coalitions. PWWSD aims for gender equality and the eradication of all forms of discrimination against women. The theory of change is based on PWWSDs vision of **“a free and democratic Palestinian society based on gender equality, respect for human rights, and social justice”**

PWWSD strategic plan sets out the priorities for PWWSD for the period 2020-2021. This strategy involves a guide to PWWSD programs and activities and financial and human resource management. Based on an emerging Theory of Change, this strategic plan describes the strategic objectives, outcomes, and interventions that have been formulated in line with PWWSD's vision and have been informed by the formation of the strategic plan methodology that included workshops and interviews with stakeholders, PWWSD staff, and beneficiaries (See section). The main problem statement can be summarized as follows:

Negligence of Palestinian women in decision making processes therefore the organization works for empowering Palestinian women and girls on individual and collective levels to be deeply engaged in all decision-making processes that affect their lives and communities. In addition, there is discrimination against women and girls therefore PWWSD works on eliminating this by combating gender-based violence within Palestinian society and promoting women's peace and security in accordance with international human rights laws and agreements.

The interventions PWWSD must be taken place in order to achieve change to these problems is through firstly at **the program and activities level** through influencing laws, policies and procedures related to the political, economic and social rights of women and by continuing to network, build and expand

partnerships locally, regionally and internationally and providing counseling, psychological, social and legal services for abused women and through conducting community awareness activities. In addition, through capacity building through leadership among youth and through organizing women in union and community structures and bodies and supporting and implementing community initiatives planned by women around their civic, economic and social participation and strengthening the capacities of community institutions. Also through, documenting and issuing an annual report on cases of violence against women and monitoring, documenting and exposing violations of the occupation. In addition to improve **financial resources**, international advocacy and conducting policy dialogues and developing policies and plans for resource recruitment and management in order to enhance independence and financial sustainability. At the **human resources** level through developing and managing human resources and strengthening administrative procedures and skills and institutionalizing the results-based planning and budgeting processes and developing a results-based monitoring and evaluation system.

Building on the contextual analysis presented above, our theory of change and strategic results framework focus on challenging and changing the problem statements summarized previously.

PWWSD's **Theory of Change** reflects its experience that:

If influencing laws, policies and procedures related to the political, economic and social rights of women; and IF continuing to network, build and expand partnerships locally, regionally and internationally and IF providing counseling, psychological, social and legal services for abused women and IF conducting community awareness activities and IF capacity building through leadership among youth and IF organizing women in union and community structures and bodies and IF supporting and implementing community initiatives planned by women around their civic, economic and social participation and IF strengthening the capacities of community institutions and IF documenting and issuing an annual report on cases of violence against women and IF monitoring, documenting and exposing violations of the occupation and IF international advocacy and conducting policy dialogues and IF developing policies and plans for resource recruitment and management in order to enhance independence and financial sustainability and IF developing and managing human resources and IF strengthening administrative procedures and skills and IF institutionalizing the results-based planning and budgeting processes



Then, Palestinian women participate in decision-making in the private and public spheres on the basis of equality and justice. There will be security and protection of Palestinian girls and women from all forms of gender-based violence and an effective participation of women in ending the occupation and in implementing the women's agenda for peace and human security and an *efficient and effective association*



Resulting in an active participation of women in public and private life.



Therefore, contributing to free and democratic society based on justice, dignity, respect for citizenship, human rights, diversity and difference, in which women enjoy complete equality.

IV.5. Goal and Objectives

Goal: “Effective women participation in the public and private spheres”

Objectives

- Palestinian women participate in decision-making in the private and public spheres on the basis of equality and justice
- Security and protection from all forms of gender-based violence of Palestinian girls and women.
- Effective participation of women in ending the occupation and in implementing of women, peace and security agenda
- The PWWSD is an agile, efficient and effective institution

IV.6. Strategic Thrusts

Building upon accumulated experience and taking into consideration the prevailing situation, PWWSD shall focus its efforts in the coming five years along the lines of the following strategic directions in order to reach its goal and strategic objectives:

1. Influencing formulation of laws, policies and procedures related to the political, economic and social rights of women as well as those related to the rights of women victims of GBV.
2. Continuing to network, building partnerships and expanding them locally, regionally and internationally
3. Providing counseling, psychological, social and legal services for women victims of GBV.
4. Conducting community awareness activities
5. Building youth leadership capabilities.
6. Organizing women in unions and community structures, cooperatives, and others.
7. Support and implement community initiatives planned by women related to their civic, economic and social participation
8. Strengthening the capacities of grassroots and community organizations (CSOs and CBOs) in the context of women's civil, economic and social rights and gender issues.
9. Documenting and issuing annual reports on cases of violence against women
10. Monitoring, documenting and exposing the occupation violations against women
11. International advocacy and policy dialogue
12. Developing policies and plans for resource mobilization and management in order to enhance PWWSD's financial independence and sustainability
13. Human resource development and management.
14. Enhancing administrative procedures and skills, and thus increasing the efficiency and effectiveness of PWWSD
15. Institutionalization of results-based planning and budgeting processes
16. Developing a results-based monitoring and evaluation system

V. IMPLEMENTATION FRAMEWORK

V.1. Implementation Mechanisms

The Strategic Plan 2021-2026 provides the overall framework that guides implementation across all PWWSD departments/units over the next five years.

The whole work of PWWSD is clustered according to functionality in the following main programs:

1. Administrative Program
2. Public Relation and Media Program
3. Planning and Development Program
4. Gender-Based Violence Prevention Program
5. Economic Empowerment Program
6. Political Participation and the Women, Peace and Security Program

These programs will set the basis for the integrated planning and budgeting system, through which costs (i.e., budgets) are directly linked to the envisaged activities, outputs and results. In formulating and implementing their medium-term programs and interventions, the different programs will be able to refer to the Plan as the definitive source of overall directions and policy. Below is the general mechanisms by which the Plan will be implemented:

Developing a rolling Medium Term planning and budgeting Framework

While the Strategic Plan establishes the overall policy priorities, it allows for a reasonable margin of flexibility for the different departments/units (in line with the overall strategic framework and fiscal discipline) to deal with new developments - financial, social, political or economic. It also allows them to identify and align annual operational plans with available resources as they are implemented. Programs, which are currently being developed and institutionalized in PWWSD, will be the main instrument for the implementation of the Plan. These programs link specific program goals, objectives and outputs, and of course the related financial inputs, to the Plan's strategic framework. Projects, which are usually externally funded, will be identified and integrated into these programs. In developing the annual budget, the goals, objectives and outputs of these programs will be reviewed and modified as necessary, maintaining some flexibility to cope with social, political, economic and financial developments. A rolling medium term plan and budget will be developed, ensuring realistic projections and compliance with realistic budget envelopes. Provided the current context does not take an unexpectedly large turn for the worse, the Plan will continue to be a reasonable guiding framework for program planning, budget preparation, and execution over the next five years. The Plan will continue to be reviewed and updated every five years unless a major shift in context occurs that might require an earlier revision.

More effective fundraising

In the light of the current financing situation, which is projected to persist in the near future, projects', as well as operating expenditure, will be dependent on external (donor) financing. More effective fundraising efforts shall be pursued.

At the same time, achievement of the Plan within the prevailing financial situation requires even stricter application of prudent, effective and efficient allocation and use of available resources. To this end, the management is focused on reducing expenditures and increasing revenues, in addition to ensuring effective project management, and will work unrelentingly towards aligning external assistance with the Plan priorities.

Strengthening Internal Coordination and Synergy

Programs' activities need to be anchored in the structural setup of PWWSD and its constituting units/departments, depending on the distinctive mandate of each. Programmatically, and in order to reach a wider spectrum of audience, the implementation of some activities, however, require joint efforts of more than one program, optimizing the use of available resources and utilizing the comparative advantage of each. By doing this, it is necessary to safeguard and promote the distinctive character and identity of the respective programs. Special attention should be given to creating linkages and interdependence between the different programs in order to reduce conflicts on one hand, and to establish complementariness and enhanced synergy among them, on the other.

Internal institutional and management activities, on the other hand, are a cross-cutting issue that will be implemented in each program individually and in the whole PWWSD. To ensure efficient managerial and administrative support and to optimize costs and resource sharing, financial management and administration shall be grouped together and shall be centrally provided to individual programs and projects. In this respect, and in order to reduce managerial burdens of project/program managers and technical staff, management of all income generating activities (i.e., restaurants, shop, etc.) shall be done by the Financial Department. This will necessarily streamline and improve efficient planning and management of these activities. Generated income will be used to cover PWWSD's administrative costs and to support/subsidies the various activities of the different programs/projects as needed. Similarly, new initiatives, fundraising activities, and international relations shall be administered centrally.

V.2. Results Framework

In line with the afore-described strategic framework, the following results framework provides the basis upon which medium-term implementation frameworks, budgets and annual plans of the various programs shall be drawn. As part of the rolling planning and budgeting system, these will be revisited and updated annually, adding a new year each time.

1. Administrative Program

Program	Administrative	
Program Goal	The PWWSO is an agile, efficient, and administratively effective institution	
Objectives	Outputs	Activities
1. PWWSO financial management is more efficient and effective	1.1. Financial management policies, manuals and regulations consistent with program-based budgeting are operational	1.1.1. Review and develop policies, manuals and regulations for financial management in line with the requirements of budgets based on programs and in accordance with Generally Accepted Accounting Principles (GAAP)
		1.1.2. Holding orientation meetings to familiarize the staff with the amended policies, manuals and regulations for financial management and explain their requirements
	1.2. Financial functions are performed in accordance with revised policies and procedures	1.2.1. Executing financial tasks in accordance with revised policies and procedures
	1.3. Approved program-based budgets	1.3.1. Restructuring the accounting system to fit the PWWSO's programs according to the modified organizational structure
		1.3.2. Allocation of resources in the budget by programs
		1.3.3. Organizing training workshops in preparing and implementing budgets for heads of programs and units
		1.3.4. Preparing an initial framework for the financial allocations for each program/unit according to the available resources/projects
		1.3.5. Coordinating and supporting programs and units to prepare a first draft of their budgets within the resource allocation framework
		1.3.6. Reviewing the draft budgets prepared by the various programs/units (and amending them if

		necessary) and compiling them into a comprehensive budget for PWWSD
		1.3.7. Submitting the proposed annual budget to the Board of Directors for discussion and approval, to be presented later to the General Assembly for ratification
	1.4. Financial reports are issued regularly and timely	1.4.1. Preparing quarterly financial reports on actual expenditures against budget allocations for each program and according to the specified times
		1.4.2. Preparing periodic financial reports for projects in accordance with contractual terms with donors
		1.4.3. Preparing annual financial report
		1.4.4. Coordinating the preparation of financial reports audited by a certified external auditor
	1.5. The assets register is updated annually	1.5.1. Carry out an annual inventory of assets
	2.1. Updated manuals of administrative affairs and human resources are operational	2.1.1. Review and update the manuals of administrative affairs and human resources
		2.1.2. Holding orientation meetings to familiarize the staff with the amended policies, manuals and regulations related to administrative affairs and human resources
	2.2. The roles and responsibilities of employees are clearly defined	2.2.1. Updating the job titles and descriptions in accordance with the new organizational structure
		2.2.2. Placement of employees according to the new organizational structure
2. More efficient and effective human resource management	2.3. Vacancies are filled	2.3.1. Working on hiring new cadres for vacant jobs in accordance with the procedures stipulated in the Human Resources Manual and according to the availability of funding
	2.4. The capabilities of staff, board members and volunteers are increased	2.4.1. Prepare an annual plan to develop the human resources (members of the board of directors and staff in the association) and volunteers based on

		their needs and work priorities and within the available financial resources
		2.4.2. Holding meetings and training workshops according to the human resources developmental plan.
		2.4.3. Nominate employees to participate in training activities and opportunities, based on training needs in the annual evaluation
	2.5. Staff performance evaluations are done annually.	2.5.1. Coordinating and supervising the annual performance evaluation process for employees
		2.5.2. Follow up on the implementation of administrative decisions resulting from the annual performance evaluation of employees
	2.6. Staff records are up-to-date	2.6.1. Continuous updating of employee records (CV, job description, performance appraisal, training, attendance record, vacations of all kinds, certificates of appreciation or penalties, etc.)
3. PWWSD infrastructure is reliable, safe and sufficient to carry out the required work	3.1. Computers and office furniture are sufficient for work needs	3.1.1. Inclusion of office equipment and furniture needs in project proposals. Their procurement would be according to the PWWSD's policies and procedures.
	3.2. The technological infrastructure of the PWWSD is sufficient, safe, and efficient	3.2.1. Periodic follow-up of computers, the Internet and electrical appliances in order to maintain or replace them if necessary
		3.2.2. Quick response to address obstacles and malfunctions in computers and the internal Internet
		3.2.3. Periodically evaluate the firewall and make improvements if necessary
		3.2.4. Develop a system for entering information to PWWSD's webpage, and the women leaders' webpage.

2. Public Relation and Media

Program	Public Relation and Media	
Program Goal	The PWWSD has a wider presence locally, regionally and internationally	
Objectives	Outputs	Activities
1. Media and communication mechanisms are more organized and effective	1.1. Strategic Action Framework guiding PWWSD's public relations and outreach interventions developed	1.1.1. Develop a strategic framework guiding PWWSD's public relations and outreach interventions that includes: – target audience categories/groups – changes/results expected to be achieved with each category/group – messages addressed to each category/group – Intervention to communicate messages to each category/group
	1.2. Public relations and media realistic implementation plans are developed annually	1.2.1. Developing realistic annual public relations and media implementation plans
	1.3. Guidelines for preparing media materials	1.3.1. Developing guidelines for preparing media materials including standard templates for different materials such as flyers, brochures, success stories, press releases, field quotes, PowerPoint templates, etc.
	1.4. Increased capacity of PWWSD's employees and employees of the grassroots partner organizations in the field of communication	1.4.1. Training PWWSD staff and a selected number of employees of the grassroots partner organizations on communication mechanisms, tools and skills
	1.5. The employees of the PWWSD have sufficient knowledge of the materials and resources required to produce quality media material	1.5.1. Introducing the PWWSD's employees to the media models that have been developed and training them on the most important materials and resources needed by the Public Relations and Media Unit to produce quality media materials, and the most important agreed upon media standards

Objectives	Outputs	Activities
		1.5.2. Following-up the implementation of agreed-upon media standards
		1.5.3. Project coordinators share project achievements and quotes from field with the Public Relations and Media Unit in order to highlight them in the media.
	1.6. Quality outreach and communication material produced and disseminated	1.6.1. Developing basic media materials in Arabic and English and update them regularly to be published on PWWSD's website and social media page, or to be printed and used as needed for the purposes of promoting and disseminating information, including: – Brochures, flyers, videos, spots, special articles (features) etc. – Posters and stickers – Q&A – Basic information (fact sheets) about the programs/activities of the PWWSD and its grassroots partners – Basic Information and Statistics (Fact Sheets) on Palestinian Women – Success stories
	1.7. Branded PWWSD promotional items produced	1.7.1. Developing “branded” give-away promotional material such as: mugs, desk calendars, T-shirts, bags, etc.
		1.7.2. Developing “branded” stationary items to be used in training workshops, meetings, lectures and conferences,, such as pens, note pads, folders, participation certificates, rollups and banners, etc.

Objectives	Outputs	Activities
2. Greater appreciation and support for PWWSD and its role in defending and advancing the rights of Palestinian women	2.1. Coverage of PWWSD's events, activities and campaigns by the Public Relation and Media Unit	2.1.1. Issuing regular press releases and briefings about PWWSD's activities and achievements
		2.1.2. Writing and developing press releases and position papers on events related to Palestinian women issues
		2.1.3. Organizing press interviews through various print, audio and visual media
		2.1.4. Promoting PWWSD awareness-raising activities
		2.1.5. Using various media outlets to advertise and promote PWWSD advocacy campaigns and activities
		2.1.6. Highlighting women voices through advertisements, short meetings with journalists, and publishing written quotes
	2.2. Platforms for raising awareness and exchanging information and opinions among the participants are developed	2.2.1. Organizing public meetings and discussion sessions carried out by PWWSD
	2.3. Defamation campaigns conducted by the occupation against PWWSD are countered	2.3.1. Organizing meetings and protests, and issuing press releases and statements to counter the defamation campaigns conducted by the occupation against PWWSD
	2.4. The PWWSD's website and social media page are constantly updated	2.4.1. Continuous updating of information and highlights of PWWSD activities on the website and social media
		2.4.2. Regular development and updating of PWWSD's awareness-raising agenda, activities and events on the webpage and social media in regular basis.
		2.4.3. Organizing a monthly open Facebook Live sessions, such as "Frequently Asked Questions" session
		2.4.4. Sponsoring ads via Facebook and publish videos clips and flyers about the services provided by the PWWSD

Objectives	Outputs	Activities
	2.5. Journalists and representatives of media agencies are more knowledgeable about women and gender issues	2.5.1. Training media partners on gender-sensitive media content, and building their intellectual and media capacities and encouraging their effective interaction with women issues.
		2.5.2. Organizing discussions sessions with media representatives for sharing and exchange of information and ideas
		2.5.3. Holding meetings with representatives of various media agencies, including satellite and local TV, radio stations and influencers.
		2.5.4. Inviting journalists and media representatives to participate in PWWSD activities
		2.5.5. Organizing field trips for journalists and influencers to PWWSD projects
		2.5.6. Linking the press and media with women owners of business initiatives and cooperatives to expose their stories and achievements
	2.6. Reports and studies prepared by PWWSD are ready for printing/publishing	2.6.1. Editing and producing PWWSD reports and studies and preparing them for printing/publishing
	2.7. International organizations and donor agencies are acquainted with the PWWSD, its programs and priorities.	2.7.1. Developing PWWSD's outreach and communication work plans, including mapping of potential donor partners and respective communication tools
		2.7.2. Organizing introductory meetings with potential donor partners, in coordination with the Development and Planning Unit
		2.7.3. Sending reports, bulletins, and briefs of PWWSD achievements to new partners regularly
		2.7.4. Inviting existing and new donor partners and international agencies to participate in PWWSD activities and events
		2.7.5. Sending electronic Newsletter to partners, friends and supporters

Objectives	Outputs	Activities
		2.7.6. Organizing annual round table meeting and reception with representatives of relevant international organizations and donor agencies present in Palestine

3. Planning and Development Program

Program	Planning and Development	
Program Goal	Steady and sustainable growth and improved quality services are ensured toward achieving PWWSD's overall vision	
Objectives	Outputs	Activities
1. "Results-based management" is institutionalized in the PWWSD	1.1. The staff of the PWWSD is more familiar with the concepts and tools of results-based management	1.1.1. Organizing a training course for PWWSD staff in results-based management
	1.2. PWWSD staff are more familiar with project cycle management concepts and tools	1.2.1. Organizing a training course for the PWWSD staff in Project Cycle Management
	1.3. Results-Based Operations Manual developed	1.3.1 Prepare results-based Operations Manual
	1.4. Approved Code of Ethics for the work of the PWWSD	1.4.1. Develop a code of ethics that includes all work ethics based on the PWWSD's values, vision and mission, guided by the NGO Network's code of ethics
	1.5. PWWSD implementation plans containing result targets are developed annually	1.5.1. Coordinating and assisting the various programs in preparing their Annual implementation plans and Targets
		1.5.2. Compiling the annual implementation plans of the various programs into a unified plan for the PWWSD
		1.5.3. Submit the proposed annual operational plan to the Board of Directors for discussion and

Objectives	Outputs	Activities
	1.6. The programs implementation plans are updated quarterly based on the results achieved	approval to be presented to the General Assembly for approval
		1.6.1. Develop a simplified system for the quarterly review of the implementation plans and amend them if necessary based on the achievement and/or any internal or external developments
	1.7. Modified/updated strategic plans are based on previously achieved results and learnings	1.6.2. Coordinating the quarterly review and updating the programs implementation plans
		1.7.1. Annual review of the strategic plan and modify if necessary
		1.7.2. Conduct Mid-term Evaluation for the strategic plan
		1.7.3. Conduct Final Evaluation for the strategic plan to identify lessons as inputs to the subsequent planning cycle
2. Sufficient local and international resources for the PWWSD's continuation and growth	2.1. The resource mobilization / fundraising policy document is developed and approved	2.1.1. Prepare and approve a Resource Mobilization/Fundraising Policy for the PWWSD
		2.1.2. Conduct an introductory workshop for the PWWSD's staff on the policy document for resource mobilization
		2.1.3. Monitor adherence to the resource mobilization policy document
		2.1.4. Review the resource mobilization policy document and amend if necessary
	2.2. Staff roles and responsibilities related to resource mobilization processes are organized, defined and clear	2.2.1. Defining the roles and the responsibilities of the employees in relation to the resource mobilization process and adjusting their job description accordingly
	2.3. The PWWSD staff are more knowledgeable and skilled in resource mobilization processes	2.3.1. Organizing in-house trainings on resource mobilization processes and tools and project proposal writing
	2.4. Database/data of potential funding sources/donors is constantly updated	2.4.1. Create a database/ data (Donor Mapping Data Base) for potential funding sources/donors and update it periodically

Objectives	Outputs	Activities
	2.5. The materials needed to write project fundraising proposals are saved in a special folder in the server, easily accessible to those concerned	2.5.1. Compile the materials needed to write project proposals and save them in a special folder in the server that is easily accessible to those concerned <i>The file includes: bylaws; governance within the PWWSD; The organizational structure, a list of the members of the Board of Directors and the employees and their resumes; latest strategic plan and action plan; The most recent internal and audited financial reports; Latest annual report, summary of latest evaluation, list of donors and their contributions, fact sheet on the PWWSD's programs/activities, updated fact sheet on the situation of women in Palestine; case studies; success stories; Lessons and lessons learned etc. The file is constantly updated as new material is produced</i>
	2.6. Indicative financial needs for each year in the medium term (2022-2024) estimated	2.6.1. Preparing an indicative medium-term (three-year) rolling financial framework to estimate the financial needs of the PWWSD (Indicative Medium-term Fiscal Framework)
	2.7. Project proposals are submitted to potential donors to cover the financial needs of the PWWSD	2.7.1. Develop project ideas in line with the strategic plan, which would cover the PWWSD's programs and operational needs for 2022 and beyond, if funded.
		2.7.2. Identifying potential donors, arranging them in order of priority, and identifying their requirements /conditions and funding cycle
		2.7.3. Prepare schedule that includes the deadlines of the priority and potential donors funds
		2.7.4. Develop and submit project proposals to potential donors
	2.8. Projects Register in place	2.8.1 Develop a Projects Register to track the progress of each project cycle which provides information that contributes to the effective

Objectives	Outputs	Activities
		coordination and management of donor relations
	2.9. Increased share of local funding in PWWSD's budget	2.9.1. Communicate with private sector institutions and local businessmen to get their sponsorship of the PWWSD's activities and its various events
		2.9.2. Organizing local fundraising campaigns and events (austerity lunch, business dinner, etc.).
	2.10. Reduced cost of implementing activities and events through in-kind contribution of volunteers	2.10.1. Activating volunteer work to help implement the activities and events of the association
	2.11. Increased share of self-generated income in the general budget of the PWWSD	2.11.1 Developing the capabilities of the commercial management of those in charge of the income-generating units of the PWWSD (Al-Zawada restaurant, women's production shop and consulting services) to increase its income
		2.11.2 Intensifying the promotion and marketing of the association's income-generating units (Al-Zawada restaurant, women's production shop and consulting services)
	2.12. A preliminary study to build/purchase a headquarters for the PWWSD is developed	2.12.1. In partnership with the financial department, explore possibilities to build/purchase a headquarters for the PWWSD in Ramallah, including estimates of the necessary financial cost in order to reduce operating expenses
		2.12.2. Searching for funding possibilities at the local, Arab and internationally levels to build/purchase a headquarters for the PWWSD
3. Regularized flow of factual information needed for informed decision-making	3.1. Results-based monitoring and evaluation system (RBM&E) in place.	3.1.1. Develop results-based monitoring and evaluation system (RBM&E)
		3.1.2. Review and update the monitoring and evaluation system periodically
	3.2. Achievement-based employee performance evaluation system in place	3.2.1. In partnership with the Human Resources Management Unit, develop a transparent employees performance evaluation system based on achievement

Objectives	Outputs	Activities
	3.3. Results-based reporting system in place	3.3.1. Prepare results-based reporting system includes: – Different types of reports (internal and external) – Objectives of each report – The target audience for each report – Timing for each report – A unified template for each type of report (Template) Note: Some donors have their own form
	3.4. PWWSD staff are more able to write technical reports based on the results	3.4.1. Holding training workshops to write reports based on different results
		3.4.2. Implementing trainings on technical writing skills

4. Combating Gender-Based Prevention Violence

Program	Combating Gender-Based Violence	
Program Goal	Palestinian women are empowered and live in a safer and more protected environment from gender-based violence	
Objectives	Outputs	Activities
4. Palestinian women are more proactive in combating gender-based violence	1.1. Palestinian women are becoming more knowledgeable and aware of women's rights and gender-based violence	1.1.1. Implementation of awareness-raising workshops on women's rights and gender-based violence for victim women and girls
		1.1.2. Building the capacities of women and girls (awareness workshops and trainings) to demand their rights
	1.2. Forums for the women rights advocates and for women survivors of violence are established	1.2.1. Forming forums of female advocates for the rights of women and forums for women survivors of violence.
5. Palestinian women exposed to gender-based violence receive high-quality social, psychological and legal services	2.1. Women are aware of the existence of gender-responsive services	2.1.1. Implementation of awareness-raising workshops about the services provided by the PWWSD and through transfer partners, especially through the use of media
	2.2. Beneficiary women and girls receive psychosocial and legal assistance	2.2.1. Providing individual psychosocial support services to cases to improve mental health
		2.2.2. Carrying out focus groups and activities for sharing and discharge
		2.2.3. Implementation of recreational psychological discharge activities for women
		2.2.4. Providing advice and legal support to women victims of GBV
	2.3. Grassroots institutions are able to provide social, psychological and legal services to women victims of GBV	2.3.1. Training grassroots institutions workers to provide social, psychological and legal services to women victims of GBV
	2.4. A network of grassroots institutions to provide services	2.4.1. Building a network of grassroots service providing institutions in the locations where the PWWSD operates
	2.5. Cases of women and girls victims of GBV are detected and referred to the competent authorities, based on the national transfer system	2.5.1. Transferring women and girls victims of GBV to receive related services within a safe

Objectives	Outputs	Activities
		environment, based on the national transfer system
	2.6. Periodic reports on cases of GBV against women and girls	2.6.1. Documenting cases of GBV against women and girls and issuing periodic and annual reports
6. Palestinian women are more effective in influencing laws, policies and procedures to eliminate discrimination against women in Palestine	3.1. Proposals and position papers on amending priority laws, policies and procedures related to combating gender-based violence and achieving equality and social justice	3.1.1. Review and analyze priority laws, policies and procedures in relation to combating gender-based violence
	3.2. Duty bearers, members of legislative council, civil society organizations, and international human rights organizations are more aware and ready to support women's demands for equality, social justice, security and protection.	6.1.1. Organizing awareness activities about local laws related to women's issues in order to approve and amend them
		6.1.2. Organizing and coordinating lobbying and advocacy campaigns to influence decision-makers, such as protests, petitions and memoranda on women's demands according to their needs
		6.1.3. Holding awareness-raising meetings with decision-makers about the rights of women who are subjected to gender-based violence
		6.1.4. Holding meetings, hearings, and dialogue sessions to hold decision makers accountable for the rights of women who are subjected to gender-based violence.
	3.3. Workers of partner grassroots o are more capable to participate in community awareness building, lobbying and advocacy campaigns	3.3.1. Training of grassroots organizations' workers on issues of gender-based violence and women's rights to participate in community awareness building, lobbying and advocacy campaigns
	3.4. A remarkable role for the PWWSD in coalitions and networks related to women's rights and combating GBV at the local, regional and international levels.	3.4.1. Coordinating, implementing and participating in the periodic meetings and conferences of coalitions at the local, regional and international levels, providing proposals and participating in the implementation of activities that combat related to women's

Objectives	Outputs	Activities
		rights and combating GBV and support feminist issues.
7. Society is more aware and concerned with women's rights and against all forms of violence.	4.1. Community awareness activities to promote combating violence against women	4.1.1. Implementation of community awareness activities for all groups (women, men, youth and persons with disabilities).
		4.1.2. Participation in the 16-Day campaign against violence against women
	4.2. Grassroots and civil society organizations participate in campaigns to raise awareness of women's rights	4.2.1. Activating the participation of grassroots and civil society organizations in awareness campaigns for women's rights in accordance with Palestinian law
	4.3. Youth's knowledge and understanding of feminist, human rights, legal and GBV issues are increased	4.3.1. Trainings of students, young men and women on feminist, human rights, legal and GBV issues

5. Economic Empowerment Program

Program	Economic Empowerment	
Program Goal	Palestinian women have greater access to and participation in the labor market and sources of income within a framework of gender based equality and justice in economic rights	
Objectives	Outputs	Activities
1. Palestinian society, especially women, is more aware of and supportive to women's economic rights access to the labor market.	1.6. Representatives of civil society organization, including cooperatives, are more knowledgeable and aware of women's economic and social rights and participation.	1.1.1. Organizing and implementing awareness activities targeting members of civil society organization, including cooperatives, on economic and social rights and gender equality with regard to women's rights within the framework of labor laws
		1.1.2. Organizing thematic seminars on SDGs 5 and 8, employment policies, strategies and national mechanisms for members of civil society organizations, including organizations of persons with disabilities
	1.7. Targeted women are more knowledgeable about their economic and work rights	1.2.1. Conducting workshops and focus groups to educate women about their economic rights
		1.2.2. Providing counseling, psychological, social and legal services for women in the work environment
	1.8. Local authorities are more familiar with best practices to provide an enabling work environment for women, including those working in the field of women's rights	1.3.8. Organizing events that showcase the best practices of local authorities in providing an enabling work environment for women, including those working in the field of women rights
	1.9. Increased awareness of community members (women and men) as related to women economic participation	1.4.1. Organizing awareness campaigns in partnership with civil society organizations (women and human rights) to change the stereotype about non-traditional professions
		1.4.2. Organizing awareness campaigns in partnership with civil society organizations (women and human rights) on equitable access to the labor market, women's economic participation, and related laws

Objectives	Outputs	Activities
		1.4.3. Implementing awareness-raising activities in cooperation with the media targeting all societal groups (including schools and educational institutions) to enhance the value of women's work and unpaid care as a shared responsibility
2. Increased engagement of youth, especially women, in the labor market and various economic activities	2.1. The participants in the trainings possess sufficient knowledge and skills to participate in the labor market	2.1.1. Implementation of awareness-raising activities on the economic rights and responsibilities of the youth
		2.1.2. Implementation of practical and vocational training for young women and men and increase their work capabilities
	2.2. Beneficiary women are more able to implement their economic projects	2.2.1. Building women's capacities to manage their economic projects
	2.3. Women organized in cooperatives/associations are able to manage their own economic initiatives and projects	2.3.1. Organizing women into cooperatives/associations
		2.3.2. Providing training women members of the cooperatives/associations in economic and social empowerment and practical skills
	2.4. National/regional networks of cooperatives and organization related to women's economic empowerment established	2.4.1. Creating national/regional networks of cooperatives and organizations
	2.5. Women community initiatives have the ability to plan and implement their own initiatives	2.5.1. Providing logistics, training and institutional support to women community initiatives
	2.6. Societal acceptance of women entering non-traditional professions	2.6.1. Implementation of community awareness campaigns to encourage women to engage in non-traditional professions
3. Palestinian women are more effective in influencing laws, policies and procedures that guarantee women equitable economic participation and access to the labor market	3.1. Proposals and position papers on amending priority laws, policies and procedures that are related to equal access to labor market, women's economic participation, the value of women's unpaid work, and to equal and collective	3.1.1. Review and analyze priority laws, policies and procedures with regard to equitable access to the labor market and women economic participation, especially the labor law
		3.1.2. Prepare a study on the value of women's unpaid domestic work and family care

Objectives	Outputs	Activities
	participation in unpaid domestic work and family care.	3.1.3. Prepare a periodic report on progress made in reducing gender gaps in the world of work and the effectiveness of relevant national and local policies, strategies and programs.
	3.2. Workshop participants are more able to collect and analyze data and write fact sheets, summaries and position papers	3.2.1. Organizing workshops on data collection and analysis and writing fact sheets, summaries and position papers
	3.3. Duty bearers, members of legislative council, civil society organization, and international human rights organizations are more aware and ready to support amending laws related to women economic participation, access to labor market, and women unpaid domestic work	3.3.1. Organizing meetings with representatives and decision-makers to inform them of the women's demands, and hosting them to participate in the activities implemented by the PWWSD
		3.3.2. Holding meetings, hearings and dialogue sessions to question decision-makers about women's right to equality in access to the labor market and economic participation
		3.3.3. Organizing pressure and influence activities on decision-makers, such as: vigils, policy papers, research, petitions and memoranda on various women's issues
		3.3.4. Implementation of national advocacy campaigns for the adoption of legislation and policies in line with international conventions and commitments of SDGs 5 and 8 (amendments to labor legislation, equal opportunities, equal pay, etc.)
		3.3.5. Production and broadcasting of television and radio episodes discussing women's economic issues and spots aiming at raising awareness and putting pressure on decision makers through the media

Objectives	Outputs	Activities
	3.4. Structures -made up of targeted women (rights holders), including syndicate, labor committees, grassroots feminist organizations, shadow councils, feminist and youth forums, etc.- are formed that work to create change with regard to the economic rights of Palestinian women	3.4.1. Establishing coordination committees for women's popular organizations, other civil society organizations, organizations of persons with disabilities, shadow councils, and local councils in to advance women's right to decent work at the local and national levels
		3.4.2. Training partner organization on lobbying and advocacy to advance women's human rights issues in the field of economic empowerment
	3.5. A notable role for the PWWSD in coalitions and networks related to women's economic and social rights at the local, regional and international levels	3.5.1. Organizing consultative sessions with the responsible authorities (the government, the private sector, political parties, civil society organization, employers, and work syndicates)
		3.5.2. Participate in regular meetings of coalitions, provide proposals and participate in the implementation of the agreed upon activities

6. Political Participation and the Women, Peace and Security Agenda Program

Program	Political Participation and the Women, Peace and Security Agenda	
Program Goal	Palestinian women in the occupied territories are more empowered and participate in decision-making in the public and private spheres, and contribute to the implementation of the women, peace and security agenda.	
Objectives	Outputs	Activities
4. Palestinian society is more accepting and supportive of women's political participation.	1.1. The targeted groups through community awareness workshops are more aware and knowledgeable of women's civil, legal, political and social rights.	1.1.1. Implementation of community awareness workshops in the various governorates in which the PWWSD operates in the West Bank and Gaza Strip on human rights, civil and legal issues related to women's political participation, benefiting people and it includes male and female youth groups, members of grassroots organizations and shadow councils, representatives of women and human rights organizations, members of political parties, academics, women and community leaders, members of economic cooperatives and work syndicates, etc.
		4.1.1. Holding open meetings, discussion sessions, seminars, studying sessions and public meetings on various topics such as international conventions, women's participation in political life and legal and human rights issues
	1.2. Increased knowledge and leadership skills of women and youth trained in issues related to women political participation	1.2.1. Organizing trainings for women and youth in various gender issues related to political participation, including local and international laws, advocacy, mass media, local government laws, etc.
		1.2.2. Implementation of training courses (number??) to develop leadership and community organization skills for women and youth.
	1.3. The targeted women are organized into structures (syndicates and labor committees, grassroots feminist organizations, shadow councils, women and youth forums, etc.)	1.3.1. Forming groups and organizing women into: - Youth and women groups and forums - Forming new shadow councils and following up and developing the previously formed councils - Educating women about the importance of affiliation with political parties. - Forming supportive committees for women candidates for elections.

Objectives	Outputs	Activities
		- Conducting field visits to exchange experiences between groups and formed bodies. - Holding periodic meetings for women's and youth forums.
		1.3.2. Implementation of capacity-building activities of grassroots organization and existing structures such as shadow councils, shadow councils forum, and labor committees, in the field of women's political participation
	1.4. More targeted women are encouraged to participate in various levels of decision-making	1.4.1. Implementation of lobbying and advocacy activities to increase the representation of women in decision-making positions in governmental and political institutions, local government and civil society organization
		1.4.2. Implementation of community initiatives planned by targeted women to enhance women's participation in political life
5. Palestinian women are more effective in influencing laws, policies and procedures in the field of women's political participation rights.	2.1. Duty bearers (legislative members, politicians, representatives of governmental and civil society organizations, United Nations institutions and international human rights organizations) are informed about the demands and rights of women in political participation.	1.4.3. Carrying out coaching to members of (number??) shadow councils
		2.1.1. Preparing studies, reports and position papers related to women political participation.
		2.1.2. In participation and coordination with the women's movement and civil society and through coalitions and networks, conducting reviews of the laws in force related to women's political participation and proposing amendments thereto and submitting them to the relevant authorities
		2.1.3. Organizing meetings with representatives and decision-makers to inform them about the women's demands, and hosting them to participate in the activities implemented by the PWWSD.
		2.1.4. Holding meetings, hearings and policy dialogue sessions to hold decision-makers to account
		2.1.5. Organizing lobbying and advocacy activities on decision-makers, such as: protests, policy papers, research, and

Objectives	Outputs	Activities
		filing petitions and memoranda on issues related to women's political participation
	2.2. Significant engagement of the PWWSD in coalitions and networks related to the political and civil rights of women at the local, regional and international levels.	2.2.1. Networking and coordinating activities with organizations, coalitions and networks related to the political and civil rights of women at the local, regional and international levels.
		2.2.2. Participate in periodic meetings of coalitions, submit proposals and participate in the implementation of activities that depart from them
		2.2.3. Participate in the drafting of the CEDAW shadow report and any statements, reports or position papers issued by the relevant coalitions
6. The PWWSD is effective in promoting efforts to implement the women peace and security agenda in Palestine through the involvement of women .	3.1. Targeted women are more familiar with documenting violations and international advocacy tools and mechanisms	3.1.1. Organizing trainings in documenting violations, international covenants, human rights system, international advocacy mechanisms, etc.
		3.1.2. Documenting and compiling violations based on international covenants and human rights system
	3.2. Campaigns and solidarity activities contribute to promoting the implementation of the women peace and security agenda	3.2.1. Preparing studies, reports and position papers related to of women security and peace agenda
		3.2.2. Organizing lobbying and advocacy campaigns related to the women peace and security agenda
		3.2.3. Organizing/participating in national and solidarity activities with the groups affected by the occupation violations
		3.2.4. Activities to promote civil peace and end division
	3.3. Contribute to holding the occupation accountable for its crimes against Palestinian women and girls	3.3.1. Issuing studies, reports, research, position papers and data and promoting them at the international level to expose the violations of the occupation and demand the international community to hold it accountable
		3.3.2. Participating in existing coalitions and building partnerships with influential international institutions to combat the occupation and holding it accountable
		3.3.3. Participate in meetings at the international and regional levels such as: CSW, Human Rights Council, annual open

Objectives	Outputs	Activities
		day, etc. and carry out parallel awareness/advocacy activities
		3.2.5. Organizing International advocacy tours and reception of solidarity delegations to hold Israel accountable to IHR and IHL
		3.2.6. Holding political dialogue meetings on issues related to women peace and security agenda

VI. IMPLEMENTATION PLAN 2021

VI.1 Administrative Program

Operational Plan for 2021

Program Goal: The PWWSD is an agile, efficient, and administratively effective institution

Programme Objectives:

1. PWWSD financial management is more efficient and effective
2. The human resource management is more efficient and effective
3. The infrastructure of the PWWSD is reliable, secure and sufficient to carry out the required work

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.1. Policies, manuals and regulations for financial management are consistent with program-based budgeting	1.1.1. Review and develop policies, manuals and regulations for financial management in line with the requirements of budgets based on programs and in accordance with the accounting standards adopted												
	1.1.2. Holding orientation meetings to familiarize the staff with the amended policies, manuals and regulations for financial management and explain their requirements												
1.2. Perform financial functions in accordance with revised policies and procedures	1.2.1. Executing financial tasks in accordance with revised policies and procedures												
1.3. Approved program-based budgets	1.3.1. Restructuring the accounting system to fit the PWWSD's programs according to the modified organizational structure												
	1.3.2. Allocation of resources in the budget by programs												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	1.3.3. Organizing training workshops in preparing and implementing budgets for heads of programs and units												
	1.3.4. Preparing an initial financial framework for the financial allocations for each program/unit according to the available resources/projects												
	1.3.5. Coordinating and supporting programs and units to prepare a first draft of their budgets within the framework of the resources allocated to them												
	1.3.6. Reviewing the draft budgets prepared by the various programs/units (and amending them if necessary) and compiling them into a comprehensive budget for PWWSD												
	1.3.7. Submitting the proposed annual budget to the Board of Directors for discussion and approval, to be presented later to the General Assembly for approval												
1.4. Issuing financial reports on a regular basis and at the specified times	1.4.1. Preparing quarterly financial reports on actual expenditures against budget allocations for each program and according to the specified times												
	1.4.2. Preparing periodic financial reports for projects in accordance with contractual terms with donors												
	1.4.3. Preparing annual financial report												
	1.4.4. Coordinating the preparation of financial reports audited by a certified external auditor												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.5. The assets register is updated annually	1.5.2. Carry out an annual inventory of assets												
2.1. The manuals of administrative affairs and human resources are updated	2.1.1. Review and update the manuals of administrative affairs and human resources												
	2.1.2. Holding orientation meetings to familiarize the staff with the amended policies, manuals and regulations related to administrative affairs and human resources												
2.2. The roles and responsibilities of employees are defined and clear	2.2.1. Updating the job titles and descriptions according to the new organizational structure												
	2.2.2. Placement of employees according to the new organizational structure												
2.3. Filling in the vacancies	2.3.1. Working on hiring new cadres for vacant jobs in accordance with the procedures stipulated in the Human Resources Manual and according to the availability of funding for that												
2.4. Increase the capabilities of staff, board members and volunteers	2.4.1. Prepare an annual plan to develop the human resources (members of the board of directors and staff in the association) and volunteers based on their needs and work priorities and within the available financial resources												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	2.4.2. Holding meetings and training workshops according to the human resources developmental plan.												
	2.4.3. Nominate employees to participate in training activities and opportunities, based on training needs in the annual evaluation												
2.5. Annual evaluation of employees performance	2.5.1. Coordinating and supervising the annual performance evaluation process for employees												
	2.5.2. Follow up on the implementation of administrative decisions resulting from the annual performance evaluation of employees												
2.6. Staff records are up-to-date	2.6.1. Continuous updating of employee records (CV, job description, performance appraisal, training, attendance record, vacations of all kinds, certificates of appreciation or penalties, etc.)												
3.1. Computers and office furniture are enough for work needs	3.1.1. Inclusion of activities related to the purchase of office equipment and furniture in the financing programs and projects (funded project proposals), and their purchase it according to the PWWS's procurement system.												
3.2. The technological infrastructure of the PWWS is sufficient, safe, and efficient	3.2.1. Periodic follow-up of computers, the Internet and electrical appliances in order to maintain or replace them if necessary												
	3.2.3. Quick response to address obstacles and malfunctions in computers and the internal Internet												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	3.2.3. Periodically evaluate the firewall and make improvements if necessary												
	3.2.4. Develop the PWWSD's information entry system, the server, the association's page, and the women leaders' page.												

VI.2 Public Relation and Media Program

Operational Plan for 2021

Program Goal: The PWWSD has a wider presence locally, regionally and internationally

Program Objectives:

4. Media and communication mechanisms are more organized and effective
5. Greater appreciation and support for the PWWSD and its role in defending and advancing the rights of Palestinian women

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.1. Strategic Action Framework for Public Relations and Outreach	1.1.1. Develop a strategic framework for public relations and communications that includes: – target audience categories/groups – Changes/results expected to be achieved with each category/group – Messages addressed to each category/group – Forms of intervention to communicate messages to each category/group												
1.2. Annual plan for public relations and media	2.2.1. Develop an annual public relations and media plan												
1.3. Guidelines for preparing media materials	1.3.1. Develop guidelines for preparing media materials including standard templates for different materials such as flyers, brochures, success stories, press releases, field quotes, PowerPoint templates, etc.												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.4. Increasing the knowledge and skills of the PWWSD's employees and employees of the grassroots partner organizations in the field of communication	1.4.1. Training the PWWSD's staff and a selected number of employees of the grassroots partner organizations on communication mechanisms, tools and skills												
1.5. The employees of the PWWSD have sufficient knowledge and skills of the materials and resources required in order to produce quality educational materials	1.5.1. Introducing the PWWSD's employees to the media models that have been developed and training them on the most important materials and resources needed by the Public Relations and Media Unit to produce quality media materials, and the most important agreed media standards												
	1.5.2. Follow-up to implement agreed media standards												
	1.5.3. Project coordinators share project achievements and quotes from field work with the Public Relations and Media Unit so that they are highlighted in the media.												
1.6. Quality Outreach and Communication Material	1.6.1. Develop basic media materials in Arabic and English and update them on an ongoing basis to be published on the PWWSD's website and on the social MEDIA page, or to be printed and used as needed for the purposes of promoting and disseminating information, such as: – Brochures, flyers, videos, spots, special articles (features) etc. – Posters and stickers – Q&A												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	- Basic information (fact sheets) about the programs/activities of the PWWSD and its grassroots partners - Basic Information and Statistics (Fact Sheets) on Palestinian Women - Success stories												
1.7. Branded PWWSD Promotional Items	1.7.1. Develop promotional materials such as: mugs, desk calendars, T-shirts, bags, etc.												
	1.7.2. Develop “branded” items to be used in training workshops, meetings, lectures and conferences, such as pens, note pads, folders, participation certificates, rollups and banners, etc.												
2.1. Continuous coverage of the PWWSD's events, activities and media campaigns	2.1.1. Issuing regular data and press briefings about the association's activities and achievements												
	2.1.2. Writing and developing press releases and position papers on events related to Palestinian women's issues												
	2.1.3. Organizing interviews through various print, audio and visual media												
	2.1.4. Promote the PWWSD awareness-raising activities												
	2.1.5. Keeping abreast of campaigns and activities and advocacy in the media												
	2.1.6. Emphasizing the voice of women in structures and bodies through advertisements,												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	short meetings, written quotes, and publishing them in the media												
2.2. A platform for raising awareness and exchanging information and opinions among the participants	2.2.1. Organizing discussions and public dialogue sessions conducted by the PWWSD												
2.3. Confronting the campaigns to defame the PWWSD by the occupation	2.3.1. Organizing meetings and vigils and publishing statements against the defamation of the PWWSD by the occupation												
2.4. The PWWSD's website and social media are constantly updated	2.4.1. Continuous feeding of the website and social media platforms and highlighting the activities of the association therein												
	2.4.2. Develop and update the agenda of the awareness-raising PWWSD's activities and events on the website and social media in regular basis.												
	2.4.3. Organizing a monthly open Facebook Live such as an "frequently asked questions session"												
	2.4.4. Sponsored ads via Facebook and publish videos and flyers about the services provided by the PWWSD												
2.5. Pro and Biased media cadres and tools towards women and gender issues	2.5.1. Training media partners on gender-sensitive media content, and building their intellectual and media capacities with the aim of fruitful interaction with women's issues.												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	2.5.2. Organizing media sessions and sharing ideas and discussions												
	2.5.3. Holding meetings with media outlets, including male and female media professionals, satellite and local channels, radio stations and influencers.												
	2.5.4. Invite the media professionals to participate in all the activities of the PWWSD												
	2.5.5. Accompanying media professionals and influencers on field trips to the PWWSD's projects and highlighting success stories												
	2.5.6. Linking the press and the media with the owners of initiatives and cooperatives so that they can publish their outputs in the media												
2.6. Publications of the PWWSD are ready for printing/publishing	2.6.1. Editing, producing and publishing reports, publications and studies of the PWWSD												
2.7. The PWWSD builds new partnerships with similar institutions and participates in new local and regional coalitions.	2.7.1. Develop the PWWSD's communication and networking plan / potential partners map, and communication tools												
	2.7.2. Holding initial introductory meetings with potential partners in coordination with the Development and Planning Department												
	2.7.3. Periodically send reports, bulletins, and achievements of the PWWSD to the new partners												
	2.7.4. Send invitations to the existing and the new partners to participate in the activities and programs of the association												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	2.7.5. Create an electronic Newsletter and send it to all partners, friends and supporters												
2.8. The donor group is more familiar with the PWWSD, its programs and priorities	2.8.1. Organizing a round table meeting and an annual reception between the association and a group of relevant donors located in Palestine												

VI.3 Planning and Development Program

Operational Plan for 2021

Program Goal: Increasing and sustainable growth on the path to achieving the comprehensive vision of the PWWSD

Programme Objectives:

6. “Results-based management” is institutionalized in the PWWSD
7. Sufficient local and international resources for the PWWSD's continuation and growth
8. Regularized flow of factual information needed for informed decision-making

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.1. The staff of the PWWSD is more familiar with the concepts and tools of results-based management	1.1.1. Organizing a training course for the PWWSD's staff in results-based management												
1.2. PWWSD staff are more familiar with project cycle management concepts and tools	1.2.1. Organizing a training course for the PWWSD's staff in Project Cycle Management												
1.3. Results-Based Operations Manual	1.3.1 Prepare results-based Operations Manual												
1.4. Code of ethics for the work of the PWWSD	1.4.1. Develop a code of ethics that includes all work ethics based on the PWWSD's values, vision and mission, guided by the NGO Network's code of ethics												
1.5. Annual operation executive plan and targets (objectives) for the PWWSD are approved	1.5.1. Coordinating and assisting the various programs in preparing their Annual Operational Plans and Targets												
	1.5.2. Compiling the annual operational plans of the various programs into a unified plan for the PWWSD												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	1.5.3. Submit the proposed annual operational plan to the Board of Directors for discussion and approval to be presented to the General Assembly for approval												
1.6. The operational plans of the programs are updated quarterly based on the results achieved	1.6.1. Develop a simplified system for the quarterly review of the operational plans and amend them if necessary based on the achievement and/or any internal or external developments												
	1.6.2. Coordinating the quarterly review and updating the programs operational plans												
1.7. Modified strategic plan (if necessary)	1.7.1. Annual review of the strategic plan and modify it if necessary												
	1.7.2. Conduct Mid-term Evaluation for the strategic plan												
1.8. Lessons extracted as an introduction to the subsequent planning cycle	1.8.1. Conduct Final Evaluation for the strategic plan to extract lessons as an introduction to the subsequent planning cycle												
2.1. The policy document for resource mobilization/fundraising adequately guides and	2.1.1. Prepare and approve a Resource Mobilization/Fundraising Policy for the PWWSD												
	2.1.2. Conduct an introductory workshop for the PWWSD's staff on the policy document for resource mobilization												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
regulates the mobilization of resources	2.1.3. Monitor adherence to the resource mobilization policy document												
2.2. Staff roles and responsibilities related to resource mobilization processes are organized, defined and clear	2.2.1. Review the resource mobilization policy document and amend if necessary												
2.3. The PWWSD staff is more knowledgeable and skilled in resource mobilization processes	2.3.1. Organizing in-house trainings on resource mobilization processes and tools and project proposal writing												
2.4. Database/data of potential funding sources/donors is constantly updated	2.4.1. Create a database/ data (Donor Mapping Data Base) for potential funding sources/donors and update it periodically												
2.5. The materials needed to write project proposals are saved in a special file in the server, easily accessible to those concerned	2.5.1. Compile the materials needed to write project proposals and save them in a special file in the server that is easily accessible to those concerned The file includes: bylaws; governance within the PWWSD; The organizational structure, a list of the members of the Board of Directors and the employees and their resumes; latest strategic plan and action plan; The most recent internal and												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	audited financial reports; Latest annual report, summary of latest evaluation, list of donors and their contributions, fact sheet on the PWWSD's programs/activities, updated fact sheet on the situation of women in Palestine; case studies; success stories; Lessons and lessons learned etc. The file is constantly updated as new material is produced												
2.6. Financial needs for each year in the medium term (2022-2024) estimated	2.6.1. Preparing an indicative medium-term (three-year) rolling financial framework to estimate the financial needs of the PWWSD (Indicative Medium-term Fiscal Framework)												
2.7. Project proposals submitted to potential donors to cover the financial needs of the PWWSD	2.7.1. Develop project ideas in line with the strategic plan, which would cover the PWWSD's programs and operational needs for 2022 and beyond, if funded.												
	2.7.2. Identifying potential donors, arranging them in order of priority, and identifying their requirements /conditions and funding cycle												
	2.7.3. Prepare schedule that includes the deadlines of the priority and potential donors funds												
	2.7.4. Develop and submit project proposals to potential donors												
2.8. Projects Register	2.8.1 Develop a Projects Register to track the progress of each project cycle which provides												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	information that contributes to the effective coordination and management of donor relations												
2.9. Increasing the proportion of local funding from the PWWSD's budget	2.9.1. Communicate with private sector institutions and local businessmen to get their sponsorship of the PWWSD's activities and its various events												
	2.9.2. Organizing local fundraising campaigns and events (austerity lunch, business dinner, etc)												
2.10. Reducing the cost of implementing activities and events through the in-kind contribution of volunteers	2.10.1. Activating volunteer work to help implement the activities and events of the association												
2.11. Increasing the share of self-income from the general budget of the PWWSD	2.11.1. Developing the capabilities of the commercial management of those in charge of the income-generating units of the PWWSD (Al-Zawada restaurant, women's production shop and consulting services) to increase its income												
	2.11.2. Intensifying the promotion and marketing of the association's income-generating units (Al-Zawada restaurant, women's production shop and consulting services)												
2.12. A preliminary plan to build/purchase a	2.12.1. In partnership with the financial department, prepare a study on the possibility of building/purchasing a headquarters for the PWWSD in Ramallah, including estimates of the												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
headquarters for the PWWSD	necessary financial cost in order to reduce operating expenses												
	2.12.2. Searching for funding possibilities at the local, Arab and internationally levels to build/purchase a headquarters for the PWWSD												
3.1. Results-based monitoring and evaluation system	3.1.1. Develop results-based monitoring and evaluation system												
	3.1.2. Review and update the monitoring and evaluation system periodically												
3.2. Achievement-based employee performance evaluation system	3.2.1. In partnership with the Human Resources Management Unit, develop a transparent employees performance evaluation system based on achievement												
3.3. Results-based reporting system	3.3.1. Prepare results-based reporting system includes: – Different types of reports (internal and external) – Objectives of each report – The target audience for each report – Timing for each report – A unified template for each type of report (Template) Note: Some donors have their own form												
3.4. The staff of the association is more able	3.4.1. Holding training workshops to write reports based on different results												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
to write technical reports based on the results	3.4.2. Implementing trainings on technical writing Skills												

VI.4 Gender-Based Violence Prevention Program

Operational Plan for 2021

Program Goal: Palestinian women are empowered and live in a safer and more protected environment from gender-based violence

Programme Objectives:

1. Palestinian women are more proactive in combating gender-based violence
2. Palestinian women exposed to gender-based violence receive high-quality social, psychological and legal services
3. Palestinian women are more effective in influencing laws, policies and procedures to eliminate discrimination against women in Palestine
4. Society is more aware and concerned with women's rights and against all forms of violence

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.1. (Number) Palestinian women are becoming more knowledgeable and aware of women's rights and gender-based violence	1.1.1. Implementation of awareness-raising workshops (Number) on women's rights and gender-based violence for abused women and girls												
	1.1.2. Building the capacities of women and girls (awareness workshops and trainings) (Number) to demand their rights												
1.2. (Number) Forums of women advocates for the rights of women and forums for women survivors of violence	1.2.1. Forming forums of female advocates (Number) for the rights of women and forums for women survivors of violence.												
2.1. (Number) Women aware of the existence of gender-responsive services	2.1.1. Implementation of awareness-raising workshops (Number) about the services provided by the PWWSD and through transfer partners, especially through the use of media												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
2.2. Beneficiary women and girls received psychosocial and legal assistance	2.2.1. Providing individual psychosocial support services to cases to improve mental health												
	2.2.2. Doing focus groups and activities (Number) for sharing and discharge												
	2.2.3. Implementation of recreational activities and psychological discharge (Number) for women												
	2.2.4. Providing advice and legal support to battered women												
2.3. (Number) Grassroots institutions are able to provide social, psychological and legal services to battered women	2.3.1. Training grassroots institutions workers (Number) to provide social, psychological and legal services to battered women												
2.4. A network of grassroots institutions to provide services	2.4.1. Building a network of grassroots institutions in the locations where the PWWSD operates to provide services												
2.5. Detecting cases of abused women and girls and referring them to the competent authorities, based on the national transfer system	2.5.1. Transferring battered women and girls to receive related services within a safe environment, based on the national transfer system												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
2.6. Periodic reports on cases of abused women and girls	2.6.1. Documenting cases of abused women and girls and issuing periodic and annual reports												
3.1. Proposals and position papers on amending priority laws, policies and procedures related to combating gender-based violence and achieving equality and social justice	3.1.1. Review and analyze priority laws, policies and procedures in relation to combating gender-based violence												
3.2. (Number) Duty bearers, members of legislative council, civil institutions, and international human rights organizations are more aware and ready to support women's demands for equality, social justice, security and protection.	3.2.1. Organizing awareness activities (Number) about local laws related to women's issues in order to approve and amend them												
	3.2.2. Organizing and coordinating pressure and advocacy campaigns (Number) to influence decision-makers, such as vigils, petitions and memoranda of women's demands according to their needs												
	3.2.3. Holding awareness-raising meetings (Number) with decision-makers about the rights of women who are subjected to gender-based violence												
	3.3.4. Holding meetings, hearings, and dialogue sessions to hold decision makers accountable for the rights of women who are subjected to gender-based violence.												
3.3. (Number) Partners from grassroots	3.3.1. Training in grassroots institutions workers (Number) on issues of gender-based violence												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
institutions are more able to participate in community awareness, pressure campaigns and advocacy	and women's rights to participate in community awareness, pressure campaigns and advocacy												
3.4. A remarkable role for the PWWSD in coalitions and networks related to women's rights and combating violence against women at the local, regional and international levels.	3.4.1. Coordinating, implementing and participating in the periodic meetings and conferences of coalitions at the local, regional and international levels, providing proposals and participating in the implementation of activities that combat violence and support feminist issues.												
4.1. (Number) Community awareness activities to promote combating violence against women	4.1.1. Implementation of community awareness activities (Number) for all groups (women, men, youth and people with disabilities).												
	4.1.2. Participation in the 16-day campaign against violence against women												
4.2. (Number) Grassroots and civic institutions participate in campaigns to raise awareness of women's rights	4.2.1. Activating the participation of grassroots and civic institutions (Number) in awareness campaigns for women's rights in accordance with Palestinian law												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
4.3. (Number) Youth leaders supporting feminist issues and anti-violence	4.3.1. Implementation of trainings for students, young men and women (Number) in human rights, legal and anti-violence topics												

VI.5 Economic Empowerment Program

Operational Plan for 2021

Program Goal: Palestinian women have greater access to and participation in the labor market and sources of income within a framework of equality and justice in **economic rights based on gender**

Program Objectives:

1. Palestinian society, especially women, is more aware of women's economic rights and their possibilities to access the labor market.
2. **Increasing the engagement** of youth, especially women, in the labor market and various economic activities
3. Palestinian women are more effective in influencing laws, policies and procedures that guarantee equal access to the labor market and economic participation

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.1. (Number) Representatives of civil society institutions, including cooperatives, are more knowledgeable and aware of women's economic and social rights and participation.	1.1.1. Organizing and implementing awareness activities (Number) targeting representatives of civil society institutions, including cooperatives, on economic and social rights and gender equality with regard to women's rights within the framework of labor laws												
	Organizing thematic seminars (Number) on SDGs 5 and 8, employment policies, strategies and national mechanisms for members of civil society organizations, including organizations of persons with disabilities												
1.2. (Number) Women who benefit from counseling, psychological, social and legal services are more familiar with discriminatory economic laws	1.2.1. Conducting workshops (Number) and focus groups (Number) to educate women about their rights and the importance of empowering them and their importance participation in economic life												
	1.2.2. Providing counseling, psychological, social and legal services for women in the work environment												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.3. (Number) Local authorities are more familiar with best practices to provide an enabling environment for women's work, including those working in the field of women's rights	1.3.1. Organizing events (Number) that showcase the best practices of local authorities in providing an enabling environment for women's work, including those working in the field of women's rights												
1.4. Objective awareness campaigns in partnership with civil society organizations (women and human rights) regarding women's economic rights and gender equality in these rights	1.4.1. Organizing awareness campaigns (Number) in partnership with civil society organizations (women and human rights) to change the stereotype about non-traditional professions												
	1.4.2. Organizing awareness campaigns (Number) in partnership with civil society organizations (women and human rights) on equal access to the labor market, women's economic participation, and related laws												
	1.4.3. Implementing awareness-raising activities (Number) in cooperation with the media targeting all societal groups (including schools and educational institutions) to enhance the value of women's work and unpaid care as a shared responsibility.												
2.1. (Number) The participants in the trainings possess sufficient awareness, knowledge and skills to participate in the labor market	2.1.1. Implementation of awareness-raising activities (Number) on the economic rights and duties of the youth group												
	2.1.2. Implementation of practical and vocational training (Number) for young women and men and increase their capabilities in the fields of work												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
2.2. (Number) Beneficiary women are more able to implement their economic projects	2.2.1. Building women's capacities (Number) to manage their economic projects												
2.3. (Number) Targeted women's associations and (Number) cooperatives possess the knowledge and skills necessary to manage their own economic initiatives and projects	2.3.1. Organizing women into cooperatives (Number)												
	2.3.2. Training women's associations and cooperatives (Number) and building their capacities in economic and social empowerment and practical skills												
2.4. (Number) National networks of institutions and cooperatives related to women's economic empowerment	2.4.1. Creating national networks (Number) of institutions and cooperatives in several regions and networking between them												
2.5. (Number) Women in charge of women's community initiatives have the ability to plan and implement their own economic initiatives	2.5.1. Providing logistical training and institutional support (Number) for women's community initiatives												
2.6. Societal acceptance of women entering non-traditional professions ⁵	2.6.1. Implementation of community awareness campaigns (Number) to encourage women to engage in non-traditional professions												
3.1. Proposals (Number) and position papers (Number) on amending priority laws, policies and	3.1.1. Review and analyze priority laws, policies and procedures with regard to equal access to the labor market and economic participation for women, especially the labor law												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
procedures that are related to equal access to the labor market and women's economic participation and enhancing the value of women's unpaid work and equal and collective participation in unpaid domestic work and care	3.1.2. Prepare a study on the value of women's unpaid work and care												
	3.1.3. Prepare a periodic report on progress made in reducing gender gaps in the world of work and the effectiveness of relevant national and local policies, strategies and programmes.												
3.2. (Number) Workshop participants are more able to collect and analyze data and write fact sheets, summaries and position papers	3.2.1. Organizing workshops (Number) on data collection and analysis and writing fact sheets, summaries and position papers												
3.3. (Number) Duty bearers, members of legislative council, civil institutions, and international human rights organizations are more aware and ready to support women's demands to change laws related to access to the labor market, economic participation with equality, and calculating (considering) the value of	3.3.1. Organizing meetings with representatives and decision-makers to inform them of the women's demands, and hosting them to participate in the activities implemented by the PWWSD												
	3.3.2. Holding meetings, hearings and dialogue sessions (Number) to question decision-makers about women's right to equality in access to the labor market and economic participation												
	3.3.3. Organizing pressure and influence activities (Number) on decision-makers, such as: vigils, policy papers, research, petitions and memoranda on various women's issues												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
women's unpaid domestic work	3.3.4. Implementation of national advocacy campaigns (Number) for the adoption of legislation and policies in line with international conventions and commitments of SDGs 5 and 8 (amendments to labor legislation, equal opportunities, equal pay, etc.)												
	3.3.5. Production and broadcasting of television (Number) and radio (Number) episodes discussing women's economic issues and spots aiming at raising awareness and putting pressure on decision makers through the media												
3.4. (Number) Structures -made up of targeted women (rights holders), including syndicate, labor committees, grassroots feminist organizations, shadow councils, feminist and youth forums, etc.- are formed that work to create change with regard to the economic rights of Palestinian women	3.4.1. Establishing coordination committees (Number) for women's popular organizations, other civil society organizations, organizations of persons with disabilities, shadow councils, and local councils in the participating governorates to advance women's right to decent work at the local and national levels												
	3.4.2. Training partner institutions (Number) on advocacy and mobilization to advance women's human rights issues in the field of economic empowerment												
3.5. A notable role for the PWWS in coalitions and networks related to women's economic and social rights at the local,	3.5.1. Organizing consultative sessions (Number) with the responsible authorities (the government, the private sector, political parties, civil society institutions, employers, and work syndicates)												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
regional and international levels	3.5.2. Participate in periodic meetings of coalitions, provide proposals and participate in the implementation of activities that depart from them												

VI.6 Political Participation and the Women, Peace and Security Program

Operational Plan for 2021

Program Goal: Palestinian women in the occupied territories are more empowered and participate in decision-making in the public and private spheres, and contribute to the implementation of the women, peace and security agenda.

Program Objectives:

9. Palestinian society is more accepting and supportive of women's political participation
10. Palestinian women are more effective in influencing laws, policies and procedures in the field of women's political participation rights
11. The PWWSD is effective in promoting efforts to implement the women, peace and security agenda in Palestine through the involvement of women.

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.1. (Number) The target groups of community awareness activities are more aware and knowledgeable of women's civil, legal, political and social rights.	1.1.1. Implementation of community awareness workshops (Number) in the various governorates in which the PWWSD operates in the West Bank and Gaza Strip on human rights, civil and legal issues related to women's political participation, benefiting (Number) people and it includes male and female youth groups, members of grassroots institutions and shadow councils representatives of women and human rights institutions, members of political parties, academies, women and community leaders, members of economic cooperatives and work syndicates, ... etc.												
	1.1.2. Holding open meetings (Number), discussion sessions (Number), seminars, studying sessions (Number) and public meetings (Number) on various topics such as international conventions, women's participation in political life and legal and human rights issues with participation of (Number) participant												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
1.2. (Number) Increase in knowledge and leadership skills of the targeted women and youth	1.2.1. Organizing trainings (Number) for women and youth in various fields related to gender issues/political participation, local and international laws, advocacy, mass media, local government laws, etc.												
	1.2.2. Implementation of training courses (Number) to develop leadership skills and community organization for women and youth.												
1.3. The targeted women were organized into structures (syndicates and labor committees, grassroots feminist organizations, shadow councils, women and youth forums, etc.)	1.3.1. Forming groups and organizing women into: - Youth and women groups and forums - Forming new shadow councils (Number) and following up and developing the previously formed councils (Number) - Educating women about the importance of affiliation with political parties. - Forming supportive committees for women candidates for elections. - Conducting field visits (Number) to exchange experiences between groups and formed bodies. - Holding periodic meetings for women's and youth forums.												
	1.3.2. Implementation of capacity-raising activities (Number) of grassroots organization and existing structures such as shadow councils, shadow councils forum, and labor committees, in the field of women's political participation												
1.4. (Number) More targeted women were													

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
encouraged to participate in various levels of decision-making	1.4.1. Implementation of pressure and influence activities (Number) to increase the representation of women in decision-making positions in governmental and political institutions, local government and civil society organization												
	1.4.2. Implementation of community initiatives (Number) planned by targeted women to enhance women's participation in political life												
	1.4.3. Carrying out accompaniment opportunities activities for members of (Number) shadow councils												
2.1. Informing duty bearers (legislative members, politicians, representatives of governmental and civil institutions, United Nations institutions and international human rights organizations) about the demands and rights of women in political participation.	2.1.1. Preparing studies (Number), reports (Number) and position papers (Number) related to political participation and the agenda of women, security and peace.												
	2.1.2. In participation and coordination with the women's movement and civil society and through coalitions and networks, conducting reviews of the laws in force related to women's political participation and proposing amendments thereto and submitting them to the relevant authorities												
	2.1.3. Organizing meetings (Number) with representatives and decision-makers to inform them of the women's demands, and hosting them to participate in the activities implemented by the PWWSD.												
	2.1.4. Holding meetings, hearings and policy dialogue sessions (Number) to hold decision-makers to account												
	2.1.5. Organizing pressure and influence activities (Number) on decision-makers, such as: vigils,												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	policy papers, research, and filing petitions and memoranda on issues related to women's political participation												
2.2. Notable activity of the PWWSD in coalitions and networks related to the political and civil rights of women at the local, regional and international levels.	2.2.1. Networking and coordination activities with institutions, coalitions and networks related to the political and civil rights of women at the local, regional and international levels.												
	2.2.2. Participate in periodic meetings of coalitions, submit proposals and participate in the implementation of activities that depart from them												
	2.2.3. Participate in the drafting of the CEDAW shadow report and any statements, reports or position papers issued by the relevant coalitions												
2.3. Using the media effectively to promote women's rights and gender equality (Is this item correct here or in the media axis???)	2.2.4. Implementing and promoting media activities (success stories, media reports, ... etc.)												
	2.2.5. Publications and pamphlets												
2.4. A broader discussion of women's rights and gender equality in different societal circles. (Is it possible to adopt it as an output here, or does it have another place in the strategy, or is it automatically included in the outputs and activities													

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
of the topics mentioned above???)													
3.1. Targeted women are more familiar with international advocacy tools and mechanisms	3.1.1. Organizing trainings in documenting violations, international covenants, human rights system, international advocacy mechanisms, ... etc.												
	3.1.2. Documenting and compiling violations												
3.2. Special women's events that contribute to promoting the implementation of the women, peace and security agenda	3.2.1. Organizing lobbying and advocacy campaigns related to the women and peace agenda												
	3.2.2. Organizing/participating in national and solidarity activities with the groups affected by the occupation violations												
	3.2.3. Activities to promote civil peace and end division												
3.3. Contribute to holding the occupation accountable for its crimes against Palestinian women and girls	3.3.1. Issuing studies, reports, research, position papers and data and promoting them at the international level to expose the violations of the occupation and demand the international community to hold it accountable												
	3.3.2. Participation in existing coalitions and building partnerships with influential international institutions to combat the occupation and activate work on its accountability												
	3.3.3. Participate in meetings at the international and regional levels and implement activities on the sidelines of the meetings such as: CSW, Human Rights Council, annual open day, ..etc												

Expected outputs at end of year 2021	Activities	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
	3.3.4. International advocacy tours and reception of solidarity delegations												
	3.3.5. Holding political dialogue meetings on the women and peace agenda												

VII. RISK MANAGEMENT FRAMEWORK

the potential risks	Likelihood of risk occurring	Likely impact	Measures to mitigate risks
The local COVID-19 pandemic continues	High	- Obstructions and confusion in implementing plans - Weak face-to-face communication and the inability of staff to reach areas to carry out activities - Closing down the relevant institutions, especially the courts - Increasing domestic violence, which calls for an increased need to protect women from gender-based violence - A decline in the general economic situation, an increase in poverty and unemployment levels, and the focus of community members on providing the basic necessities of life	-Actively following up on the changes and making the necessary adjustments to the plan and the programs presented in order to deal with developments and respond to the emerging needs of women without losing the compass to achieve the stated goals and desired results. - Using electronic platforms (zoom, social networks) to communicate with employees and other individuals and institutions
The International COVID-19 pandemic continues	high	-A global economic crisis, which may affect the volume of external funding and its priorities and shift what is available from it towards emergency and humanitarian aid at the expense of long-term sustainable development, which may affect the size of the association's external support and weaken its financial immunity.	- Resource mobilization intensified - Intensifying promotion and raising awareness of the vision, mission, and goals of the association. - Increase the self-financing of the association.
Tightening of the occupation measures and obstructing movement between areas by the occupation	high	- Obstructions and confusion at work due to the inability of the staff to reach specific areas to implement activities. - Weak face to face communication. - Some international donors have caved in to Israeli propaganda against Palestinian civil society institutions	- Using electronic platforms (zoom, social networks) to communicate with employees and other individuals and institutions. - Coordination with networks and movements for international advocacy. - Conflict with the occupation on the basis of international humanitarian law
The conservative forces win the Legislative Council elections	Medium	- Create a legislative environment that is not supportive, and women's issues	- Intensifying pressure to put in place laws that protect the participation of women, to strengthen the work of institutions and to activate international agreements

the potential risks	Likelihood of risk occurring	Likely impact	Measures to mitigate risks
		- Passing laws restricting democratic practices, shrinking in civic space, and reducing public engagement	- Strengthening partnerships and networks with local and international civil society organizations to advocate and defend the rights of Palestinian women
A non-democratic political system	Medium	- Narrowing the work of civil society institutions and closing some of them - The arrest of cadres and defamation of their reputation	- Activating the relationship with international networks and human rights. - Strengthening relationships with the media.
Increase the influence of conservative forces in society	High	- The increase in hate speech against feminist institutions - Decline in society's confidence in women's institutions - Weakening the human rights voice to support women's issues - Violence and assault on social feminist icons - The decline in women's participation in various aspects of life (economically, politically,) - Difficulty implementing the Association's programs	- Intensifying awareness-raising activities and enhancing advocacy for women's issues - Activating coordination with community institutions to develop a human rights discourse in support of women - Alliance with enlightened religious powers (judges, clerics) - Strengthening the relationship with the media
Funding trends and policies of the international support agencies (such as: conditional funding, project-based funding, program-based funding and institutional and core funding).	High	- Limiting the association's ability to plan and take medium to long-term decisions regarding its plans and programs, which threaten its sustainability and societal impact. - Lack of funding available to cover operational costs. - Threatening the financial stability of the association, which forces it to hire according to the project and its duration, this may lead to poor job security, a decline in the affiliation of workers to the association, and a decline in their productivity.	- Intensifying the recruitment of resources and searching for Arab and local sources - Intensifying promotion and raising awareness of the vision, mission, and goals of the association. - Increasing the association's self and local financing. - Coordination with international movements and networks - Promote volunteer work - Pressure towards direct financing and not through the government to support it against the occupation's policies

the potential risks	Likelihood of risk occurring	Likely impact	Measures to mitigate risks
		- A decline in external funding that may force the association to close some programs or reduce them, which weakens the association's presence in the community	
The presence of staff not affiliated with the values, vision and mission of the association	High	- Leaving work due to a financial comparison - Weaken the association's image and its role in society - Change in the cadres of the association and the lack of accumulation of knowledge and experience	- Developing and implementing a plan to build the capacity of cadres - Promoting the rights of male and female workers - Promoting the rights of male and female workers - The development of women's culture in the association
Lack of clarity and / or lack of commitment to references (access lines)	Medium	- Work confusion - Internal conflicts between employees - Lack of respect for the regulations and references - Decreased motivation to work - Decline in the quality of work	- Developing the structure according to the development requirements of the association - Establish a clear job description - Procedures for resolving conflicts based on respect and principles of law - Activate the mandate and evaluate performance according results

VIII. MONITORING AND EVALUATION

In the following, a results-based M&E framework is presented that would enable PWWSD not only to track implementation and outputs systematically, but also to monitor and assess progress against its strategic objectives, as well as to make sufficiently precise judgment concerning the attained results and challenges. It shall also be able to generate timely data and information that would provide continuous feedback on the progress of the plan(s) and projects—leading to improved performance, enhanced results, accountability and transparency. It will also be a source of knowledge capital for promoting organizational learning within PWWSD and its partners, as well. In addition to enhancing the efficiency and effectiveness of PWWSD, the material furnished by the M&E system shall constitute one of the principal inputs to its various PR and outreach interventions.

The M&E framework is based on the results framework described in Section V.2 above. It includes clearly defined performance indicators, which are measurements that will enable PWWSD to assess the achievement of the expected results. The framework will be reviewed annually and revised/modified in light of lessons learned, on-going donor harmonization/compliance efforts, and the evolving needs of the internal and external audiences. It will also be re-examined to ensure that all M&E elements remain relevant and effectively support management and organizational learning. Likewise, the indicators shall be revisited and updated if needed, once a new strategy is developed. Additionally, assessment of the M&E system needs to be incorporated in mid-term and final evaluation processes of PWWSD.

The Planning and Development Unit shall be responsible for developing appropriate procedures and tools for the ongoing data collection and review of the progress in indicators, whereas the responsibility for primary collection of data and information lies with various programs/units the possible. As important as generating the information is to get it to the appropriate users in a timely fashion so that the performance feedback can be used to improve management and ensure achievement of results. In this respect, the Planning and Development Unit shall be main responsible body for analyzing, reporting and disseminating performance data and information.

NOTE: the M&E Framework is to be completed as part of developing the M&E system.

VIII.1 Monitoring and Evaluation Framework

1. Administrative Program

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Goal	The PWWSD is an agile, efficient, and administratively effective institution.	– Strategic competence of PWWSD – Flexibility and responsiveness of PWWSD to arising needs and emerging circumstances – Devolution of authority – Timeliness in achievement of results						
Objectives	1. PWWSD financial management is more efficient and effective.	– The extent financial policies, manuals and regulations facilitate developing mechanisms that improve quality of services without increasing the costs – The extent financial policies, manuals and regulations encourage optimal use of financial resources						
	2. More efficient and effective human resource management	– Average employee retention rate in PWWSD – Employee satisfaction rate – Capability of PWWSD to optimize the use of human resources						
	3. PWWSD infrastructure is reliable, safe and sufficient to carry out the required work	– Availability of adequate and sufficient office furniture, computers and IT system – Timely maintenance of furniture, computers and IT system						
Outputs	1.1. Financial management policies, manuals and regulations consistent with program-based budgeting are operational	– Staff understanding of and compliance with updated financial management policies, manuals and regulations						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	1.2. Financial functions are performed in accordance with revised policies and procedures	– Compliance of performed financial management tasks with the revised policies and procedures						
	1.3. Approved program-based budgets	– Timely development and approval of annual budgets						
	1.4. Financial reports are issued regularly and timely	– Timely generation of financial reports						
	1.5. The assets register is updated annually	– Consistency in updating assets register						
	2.1. Updated administrative affairs and human resources manuals are operational	– Staff understanding of and compliance with updated administrative affairs and human resources manuals						
	2.2. The roles and responsibilities of employees are clearly defined	– Staff members are clear about their roles and responsibilities						
	2.3. Vacancies are filled	– Number and type of vacant positions						
	2.4. The capabilities of staff, board members and volunteers are increased	– Sufficiency of knowledge and skills of staff, board members and volunteers to perform their tasks						
	2.5. Staff performance evaluations are done annually.	– Consistency in carrying out staff performance evaluations						
	2.6. Staff records are up-to-date	– The degree staff records are up-to-date						
	3.1. Computers and office furniture are sufficient for work needs	– Sufficiency of available computers and office furniture						
	3.2. The technological infrastructure of the PWWSD is sufficient, safe, and efficient	– Breakdown rate of IT system						

2. Public Relation and Media Program

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Goal	The PWWSD has a wider presence locally, regionally and internationally	– Membership in local, regional, and international networks and coalitions – Engagement in national, regional, and international initiatives and events – Media outlets consider PWWSD as a source of information related to in defending and advancing the rights of Palestinian women – Proportion of time or space and prominence given in major media outlets (written, broadcast and/or posted online) highlighting the role of PWWSD in defending women rights promoting gender equality						
Objectives	1. Media and communication mechanisms are more organized and effective	– Increase in media coverage of PWWSD and its work – The extent media and communication mechanisms are streamlined in PWWSD						
	2. Greater appreciation and support for PWWSD and its role in defending and advancing the rights of Palestinian women	– Number of women soliciting support from PWWSD – Number of invitations PWWSD receives to participate in women rights related conferences, meetings, and events.						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Outputs	1.1. Strategic Action Framework guiding PWWSD's public relations and outreach interventions developed	– Adequacy of the developed Strategic Action Framework to guide and facilitated PWWSD's communication and outreach						
	1.2. Public relations and media realistic implementation plans are developed annually	– The extent annual public relations and media plans are implementable						
	1.3. Guidelines for preparing media materials	– Appropriateness of the developed guidelines for preparing media materials						
	1.4. Increased capacity of PWWSD's employees and employees of the grassroots partner organizations in the field of communication	– Number of PWWSD's employees and employees of the grassroots partner organizations trained in the field of communication – Percentage of PWWSD's employees and employees of the grassroots partner organizations report increased communication knowledge and skills						
	1.5. The employees of the PWWSD have sufficient knowledge of the materials and resources required to produce quality media material	– Percentage of PWWSD's employees report increased knowledge of the materials and resources required to produce quality educational materials						
	1.6. Quality outreach and communication material produced and disseminated	– Number and type of outreach and communication material produced and disseminated – Quality of produced of outreach and communication material						
	1.7. Branded PWWSD promotional items produced	– Number and type of promotional material produced						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
2.1.	Coverage of PWWSD's events, activities and campaigns by the Public Relation and Media Unit	– The extent PWWSD's events, activities and campaigns are covered by the Public Relation and Media Unit						
2.2.	Platforms for raising awareness and exchanging information and opinions among the participants are developed	– Number and content of public meetings and discussion sessions conducted by PWWSD						
2.3.	Defamation campaigns conducted by the occupation against PWWSD are countered	– Number and type of interventions carried out to counter defamation campaigns conducted by the occupation						
2.4.	The PWWSD's website and social media page are constantly updated	– The extent PWWSD's website and social media page are updated						
2.5.	Journalists and representatives of media agencies are more knowledgeable about women and gender issues	– Number of journalists and representatives of media agencies targeted – Percentage of targeted journalists and representatives of media agencies report increased knowledge about women and gender issues						
2.6.	Reports and studies prepared by PWWSD are ready for printing/publishing	– Readiness of edited reports and studies for printing/publishing						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	2.7. International organizations and donor agencies are acquainted with the PWWSD, its programs and priorities	– Number and listing of new international organizations and donor agencies met – Number of donors and international agencies participate in PWWSD activities and events – Number of representatives of relevant international organizations and donor agencies annual round table meetings and receptions						

3. Planning and Development Program

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Goal	Steady and sustainable growth and improved quality services are ensured toward achieving PWWSD's overall vision.	– The extent PWWSD is able to successfully achieve and maintain its mandate – Availability of resource base that ensures PWWSD's financial viability, resilience and quality service provision to the community and to women, in particular						
Objectives	1. "Results-based management" is institutionalized in the PWWSD.	– The extent 'managing for results' is mainstreamed in PWWSD work with implications for institution-wide planning, fundraising, budgeting, operation, partnerships, coordination and collaboration – The degree management effectiveness, efficiency and accountability in achieving results are improved – The extent projects are driven by results and not activities – The level of control staff have over the activities and results they are responsible for						
	2. Sufficient local and international resources for the PWWSD's continuation and growth	– Sufficiency of local and international resources to cover PWWSD operational and interventions/activities costs						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	3. PWWSD's current and future management of outputs, outcomes and impact is improved	– Credibility and reliability of information generated by the RBM&E system – Suitability of the RMM&E system to determine and document the degree of achievement of results – Usefulness of information generated by the RMM&E system for informed decision-making						
Outputs	1.1. The staff of the PWWSD is more familiar with the concepts and tools of results-based management	– Capability of staff to define better results statements and adequate indicators						
	1.2. PWWSD staff are more familiar with project cycle management concepts and tools	– Increase in knowledge and skills of the staff related to Project Cycle Management principles, approaches and tools						
	1.3. Results-Based Operations Manual	– Results-Based Operations Manual is developed						
	1.4. Approved Code of Ethics for the work of the PWWSD	– Work code of ethics for PWWSD is developed and appropriately approved						
	1.5. PWWSD implementation plans containing result targets are developed annually	– The timeliness of developing and approving annual operational plans						
	1.6. The programs implementation plans are updated quarterly based on the results achieved	– The time programs implementation plans are updated – The extent achieved results are incorporated in the updated programs operational plans						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	1.7. Modified/updated strategic plans are based on previously achieved results and learnings	– The degree evaluation results and lessons learned are incorporated in the subsequent strategic planning cycle						
	2.1. The resource mobilization / fundraising policy document is developed and approved	– Adequacy of the developed resource mobilization / fundraising policy document to guide and regulate the mobilization of resource						
	2.2. Staff roles and responsibilities related to resource mobilization processes are organized, defined and clear	– The degree Staff roles and responsibilities as related to resource mobilization processes are defined and clear						
	2.3. The PWWSD staff are more knowledgeable and skilled in resource mobilization processes	– The level of knowledge and skills acquired by the staff as related to resource mobilization processes and tools						
	2.4. Database/data of potential funding sources/donors is constantly updated	– Regularity of updating donor data base						
	2.5. The materials needed to write project fundraising proposals are saved in a special file in the server, easily accessible to those concerned	– Sufficiency of the compiled material for developing project fundraising proposals						
	2.6. Indicative financial needs for each year in the medium term (2022-2024) estimated	– Availability of a rolling 3-year indicative financial envelop						
	2.7. Project proposals are submitted to potential donors to cover the financial needs of the PWWSD	– Number, content and value of project proposals submitted to donors for funding						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	2.8. Projects Register in place	– Adequacy of the developed Projects Register to track projects' cycles						
	2.9. Increased share of local funding in PWWSD's budget	– Percentage of local funding in PWWSD's annual budget						
	2.10. Reduced cost of implementing activities and events through in-kind contribution of volunteers	– Number of volunteers (male and female) utilized – Tasks performed by the volunteers						
	2.11. Increased share of self-generated income in the general budget of the PWWSD	– Percentage of self-generated income in the general budget of the PWWSD						
	2.12. A preliminary study to build/purchase a headquarters for the PWWSD is developed	– Possibilities to build/purchase a headquarters for the PWWSD is developed						
	3.1. Results-based monitoring and evaluation (RBM&E) system in place	– Usability of the RBM&E system in providing information about the use of resources, activities implemented, outputs produced and results achieved						
	3.2. Achievement-based employee performance evaluation system in place	– Objectivity of the developed system in evaluating staff annual performance						
	3.3. Results-based reporting system in place	– The extent PWWSD reports are results-based and not activity based						
	3.4. PWWSD staff are more able to write technical reports based on the results	– Capability of staff to write results-based technical reports						

4. Combating Gender-Based Prevention Violence Program

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Goal	Palestinian women are empowered and live in a safer and more protected environment from gender-based violence.	– Number of laws and legislations adopted by the Palestinian government to promote gender equality in compliance with international conventions; – Number of measures adopted by the Palestinian government that prohibit violence against women or gender- based violence – Incidence rate of GBV cases: Number of women and girls who experienced GBV and have lodged complaints during the calendar year						
	1. Palestinian women are more proactive in combating gender-based violence.	– Number and content of campaigns combating GBV initiated by women organizations/coalitions						
	2. Palestinian women victims of gender-based violence receive high-quality social, psychological and legal services	– Number of women who reported receiving high-quality social, psychological and legal services. – Percentage of women and girl survivors of violence that report safe access to adequate and appropriate shelters						
	3. Palestinian women are more effective in influencing laws, policies and procedures to eliminate discrimination against women in Palestine	– Number of laws, policies and procedures reviewed to protect women's and girls' rights						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	4. . Society is more aware and concerned with women's rights and against all forms of violence.	– Number of men and women engaged in community initiatives to promote women's rights – Number of community members actively engaged in awareness raising initiatives on violence against women						
Outputs	1.1. Palestinian women are becoming more knowledgeable and aware of women's rights and gender-based violence.	– Percentage of targeted women reported increased knowledge and awareness on women's rights and combating gender-based violence						
	1.2. Forums for the women rights advocates and for women survivors of violence are established	– Number of forums of women rights advocates created and their membership – Number of forums of GBV survivors created and their membership						
	1.3. Women are aware of the existence of gender-responsive services	– Number of women who approach PWWSD to receive services annually						
	1.4. Beneficiary women and girls receive psychosocial and legal assistance.	– Number of women and girls who receive psychosocial and legal assistance annually						
	1.5. Grassroots institutions are able to provide social, psychological and legal services to women victims of GBV	– Number of women victims of GBV per year who receive social, psychological and legal services from grassroots institutions whose workers received training from PWWSD						
	1.6. A network of grassroots institutions to provide services	– Number of member grassroots institutions that provide services in the network formed						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	1.7. Cases of women and girls victims of GBV are detected and referred to the competent authorities, based on the national transfer system	– Number of cases women and girls victims of GBV detected and transferred by PWWSD to competent authorities						
	1.8. Periodic reports on cases of GBV against women and girls	– Report on cases of GBV against women and girls issued annually						
	3.3. Proposals and position papers on amending priority laws, policies and procedures related to combating gender-based violence and achieving equality and social justice	– Number and subject of proposals and position papers issued on amending priority laws, policies and procedures related to combating gender-based violence and achieving equality and social justice						
	3.4. Duty bearers, members of legislative council, civil society institutions, and international human rights organizations are more aware and ready to support women's demands for equality, social justice, security and protection.	– Number of duty bearers, members of legislative council, civil society institutions, and international human rights organizations who express their support to women's demands for equality, social justice, security and protection						
	3.5. Workers of partner grassroots organizations are more capable to participate in community awareness building, lobbying and advocacy campaigns	– Number of grassroots organizations' workers report increased knowledge and capabilities acquired in the training activities						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	3.6. A remarkable role for the PWWSD in coalitions and networks related to women's rights and combating GBV at the local, regional and international levels.	– Number and theme of coalitions meetings and conferences related to women's rights and combating GBV that PWWSD participated locally, regionally and internationally – Number and content of proposals related to women's rights and combating GBV submitted in the various coalitions' meetings and conferences – Number and type of activities organized by the coalitions related to women's rights and combating GBV, in which PWWSD participated in.						
	4.1. Community awareness activities to promote combating violence against women	– Number, location and content of community awareness activities implemented by PWWSD – Number of women, men, youth and persons with disabilities participated in the community awareness activities						
	4.2. Grassroots and civil society organizations participate in campaigns to raise awareness of women's rights	– Number and content of awareness raising campaigns of women's rights implemented – Number of grassroots and civil society organizations participating in campaigns to raise awareness of women's rights						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	4.3. Youth's knowledge and understanding of feminist, human rights, legal and GBV issues are increased	– Number of students, young men and women who report increased knowledge and understanding of feminist, human rights, legal and GBV issues at the end of the training						

5. Economic Empowerment Program

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Goal	Palestinian women have greater access to and participation in the labor market and sources of income within a framework of gender based equality and justice in economic rights	– Percentage of women and men in paid jobs – Male and female unemployment levels – Income ratio of men to women						
Objectives	1. Palestinian society, especially women, is more aware of and supportive to women's economic rights and access to the labor market.	– Level of demonstrated support to women's economic rights and access to the labor market						
	2. Increased engagement of youth, especially women, in the labor market and various economic activities	– Participation rate of women and men in labor market – Participation rate of youth in labor market						
	3. Palestinian women are more effective in influencing laws, policies and procedures that guarantee women equitable economic participation and access to the labor market	– Number of laws, policies and procedures reviewed to guarantee women equitable economic participation and access to the labor market – Number of measures adopted by the Palestinian government that guarantee women equitable economic participation and access to the labor market – Number of advocacy campaigns launched to advocate for women equitable economic participation and access to the labor market						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Outputs	1.1. Representatives of civil society organization, including cooperatives, are more knowledgeable and aware of women's economic and social rights and participation.	– Number of members of civil society organization participating in awareness activities related to economic and social rights and gender equality – Percentage of members of civil society organization participating in awareness activities reported increased knowledge about economic and social rights and gender equality – Number of members of civil society organization participating in thematic seminars on SDGs 5 and 8, employment policies, strategies and national mechanisms – Percentage of members of civil society organization participating in thematic seminars reported increased knowledge about SDGs 5 and 8, employment policies, strategies and national mechanisms						
	1.2. Targeted women are more knowledgeable about their economic and work rights	– Number of women participated in workshops and focus groups on women economic rights – Percentage of women who participated in workshops and focus groups reported increased knowledge in issues related to their economic rights						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	1.3. Local authorities are more familiar with best practices to provide work enabling environment for women, including those working in the field of women's rights	– Number of local authorities members participated in events organized by PWWSD showcasing best practices for providing enabling work environment to women – Percentage of local authorities members participated in events organized by PWWSD report increased knowledge about best practices for providing enabling work environment to women						
	1.4. Increased awareness of community members (women and men) as related to women economic participation	– Changes in perceptions among community members (women and men) about women economic participation						
	2.1. The participants in the trainings possess sufficient awareness, knowledge and skills to participate in the labor market	– Number of youth (male and female) participating in practical and vocational training – The level of knowledge and practical skills acquired by the youth						
	2.2. Beneficiary women are more able to implement their economic projects	– Number of women participating in the capacity building activities – Percentage of women who report that they have sufficient knowledge and skills to manage economic projects						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	2.3. Women organized in cooperatives/associations are able to manage their own economic initiatives and projects	– Number of women cooperative/ associations established and its membership – Percentage of women members of the created cooperatives / associations reported that they possess sufficient knowledge and skills to run manage their own economic initiatives and projects						
	2.4. National/regional networks of cooperatives and organization related to women's economic empowerment established	– Number of national/regional networks established – Number of member cooperatives and organizations in each network						
	2.5. Women community initiatives have the ability to plan and implement their own initiatives	– Number of women community initiatives received support from PWWSD – Type of support provided by PWWSD to women community initiatives						
	2.6. Societal acceptance of women entering non-traditional professions	– Level of societal acceptance of women entering non-traditional professions						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	3.1. Studies, proposals and position papers issued on amending priority laws, policies and procedures that are related to women economic participation, equitable access to labor market, the value of women's unpaid work, and equal and collective participation in unpaid domestic work and family care.	– Number and content of restudies, proposals, position papers and reports issued in relation to women economic participation, equitable access to labor market, and the value of women's unpaid work						
	3.2. Workshop participants are more able to collect and analyze data and write fact sheets, summaries and position papers	– Number of participants (male and female) in workshops on data collection and analysis and writing fact sheets, summaries and position papers – Percentage of workshop participants (male and female) reported that they possess sufficient knowledge and skills able to collect and analyze data and write fact sheets, summaries and position papers						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	3.3. Duty bearers, members of legislative council, civil society organization, and international human rights organizations are more aware and ready to support amending laws related to women economic participation, access to labor market, and women unpaid domestic work	– Level of support duty bearers, members of legislative council, civil society organization, and international human rights organizations give support to amending laws related to women economic participation, access to labor market, and women unpaid domestic work						

6. Political Participation and the Women, Peace and Security Agenda

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Goal	Palestinian women in the occupied territories are more empowered and participate in decision-making in the public and private spheres, and contribute to the implementation of the women, peace and security agenda.	– Percentage of women in professional, technical, managerial and administrative jobs – Percentage of women in key decision-making positions in the public sector. – Percentage of women in key decision-making positions in civil society (political parties, unions, professional associations, CSOs).						
Objectives	1. Palestinian society is more accepting and supportive of women's political participation.	– Level of support by different sectors of the society to women's political participation (e.g. of men, women, local elites)						
	2. Palestinian women are more effective in influencing laws, policies and procedures in the field of women political participation rights.	– Number of laws, policies and procedures reviewed to encourage women's political participation rights – Number of advocacy campaigns launched to advocate for women political participation rights						
	3. The PWWSD is effective in promoting efforts to implement the women peace and security agenda in Palestine.	– The extent PWWSD is able to mobilize women and women organizations in promoting the implementation of the women peace and security agenda						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
Outputs	1.1. The targeted groups through community awareness workshops are more aware and knowledgeable of women's civil, legal, political and social rights.	– Number of community awareness workshops participants (males and females) disaggregated by group, such as youth groups, members of grassroots organizations and shadow councils, representatives of women and human rights organizations, members of political parties, academics, women and community leaders, members of economic cooperatives and work syndicates, etc. – Percentage of community awareness workshops participants reported increased knowledge of women's civil, legal, political and social rights						
	1.2. Increased knowledge and leadership skills of the trained women and youth in issues related to women political participation	– Number of trained women and youth in issues related to women political participation – Percentage of trained women and youth reported increased knowledge in issues related to women political participation – Number of women and youth receive training in leadership and community organization skills – Percentage of trained women and youth reported increased leadership and community organization skills						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	1.3. The targeted women are organized into structures (syndicates and labor committees, grassroots feminist organizations, shadow councils, women and youth forums, etc.)	– Number and membership of formed structures						
	1.4. More targeted women are encouraged to participate in various levels of decision-making	– Percentage of targeted women express their intentions to participate in decision making levels						
	2.1. Duty bearers (legislative members, politicians, representatives of governmental and civil society organizations, United Nations institutions and international human rights organizations) are informed about the demands and rights of women in political participation.	– Number and content of studies, reports and position papers related to women political participation disseminated – Number and content of proposed law amendments submitted to the relevant authorities – Number of meetings held with representatives and decision-makers to inform them about the women's demands – Number of representatives and decision-makers participate in activities implemented by the PWWSD.						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	2.2. Notable activity of the PWWS in coalitions and networks related to the political and civil rights of women at the local, regional and international levels.	– Number and theme of coalitions meetings and conferences that PWWS participated locally, regionally and internationally in relation to political and civil rights of women – Number and content of proposals submitted in the various coalitions' meetings and conferences political and civil rights of women – Number and type of activities organized by the coalitions that promote political and civil rights of women, in which PWWS participated in.						
	3.1. Targeted women are more familiar with documenting violations and in international advocacy tools and mechanisms	– Number of women trained in documenting violations based on international covenants and human rights system – Percentage of trained women reported increased knowledge and skills in documenting violations based on international covenants and human rights system – Number of women receive training in international advocacy mechanism – Percentage of trained women reported knowledge in international advocacy mechanism						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	3.2. Campaigns and solidarity activities contribute to promoting the implementation of the women peace and security agenda	– Number and content of studies, reports and position papers related to of women security and peace agenda issued – Number and theme of lobbying and advocacy campaigns related to the women peace and security agenda organized – Number and type of solidarity activities that PWWSD organized or participated in related to violations committed by the occupation – Number and type of activities that PWWSD organized or participated in related to promoting civil peace and ending political division						

Results Statement		Indicators	Baseline	Target (End of 2026)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	3.3. Contribute to holding the occupation accountable for its crimes against Palestinian women and girls	– Number of evidence based studies, reports, research, position papers and information documenting gendered impacts of occupation published and disseminated – Number of advocacy tours conducted to influence international duty bearers to hold Israel accountable to IHR and IHL – Number of international coalitions and partnerships that combat the occupation and promote holding it accountable, in which PWWSD is a member – Number and content of international and regional meetings that PWWSD participated in, such as: CSW or Human Rights Council – Number of meetings held with visiting solidarity delegations						

VIII.2 Monitoring, Evaluation and Updating of the Strategic Plan

Annual plans and the strategic plan shall be monitored utilizing the M&E system, which comprises the following items:

1. Continuous internal audit
2. Monthly review of expenses/inputs
3. Monthly internal meetings of staff
4. Activity completion reports
5. Quarterly review of achievements at the level (Quarterly progress report)
6. Semi-annual review of outcomes
7. Budget review/adjustment (July)
8. Annual assessment of achievements at the outcome level (annual report): new annual plan and budget
9. Annual externally audited financial report
10. Annual performance evaluation of the staff
11. Annual review and update of the medium term implementation and fiscal frameworks: assessment of achievements at the outcome level and review of impact level (annual reports)
12. Annual externally audited financial report
13. Annual performance evaluation of staff
14. Mid-term review of externally funded programs/projects (depending on Donor's requirement)
15. Final evaluation of externally funded programs/projects
16. Mid-term review of Strategic Plan
17. At the beginning of fifth year, the Strategic Plan will be evaluated and updated