



The Palestinian Working Woman Society For Development

جمعية المرأة العاملة الفلسطينية للتنمية

Strategic Plan 2021 – 2025

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I. INTRODUCTION AND BACKGROUND

The Palestinian Working Woman Society for Development (PWWSD) is a non-governmental women's, development, and learning human rights organization that contributes to developing feminist struggle within national, social, and developmental dimensions. PWWSD believes that liberating women is connected directly with ending the occupation and establishing a full Palestinian democratic sovereign civil state.

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

PWWSD recognizes the depth of experiences that the organization has and the key skills that PWWSD's team has. Moreover, PWWSD is approached by local and international actors as a feminist expert organization which has urged a formulation of a clear idea about the organization's service delivery, its mandate, management, and the comparative advantages that presents PWWSD as a leading national and community-based organization.

The development of the Strategic Plan (2021-2025) for PWWSD is based upon the in-depth analysis of the internal and external, factors, opportunities, and challenges affecting the Palestinian society as a whole and Palestinian woman in specific, within the general political, economic, and social contexts. PWWSD's vision, mission, and values constitute the primary reference in the establishment of this Strategic Plan. It also highlights the relationship between PWWSD's revised strategic objectives and its sectoral and programmatic work and highlights the importance of building on and expanding the scope of existing coalitions and alliances at the local, regional and international levels.

II. WHO ARE WE?

Since the establishment of PWWSD in 1981, PWWSD has witnessed significant institutional, programmatic, and geographical growth and expansion. It has been working at community, national, regional and intentional levels. To this end, PWWSD works in all governorates in Gaza and the West Bank with focus on peripheries of Jerusalem, Area C, Bedouin communities that are areas affected by settlements and settler violence. Based on its human rights approach, PWWSD is attentive to the needs of the groups left behind in most marginalized areas. The right holders of PWWSD programs include working women in informal sectors and rural areas, housewives, women victims and survivors of violence, their families, especially children, women members of local authorities and shadow councils, women and youth, community based organizations who's mandated to serve women and girls in the communities, counselors and social workers, children, young people and teachers in schools and academic institutes, and women in cooperatives. PWWSD also works with local, national, and regional women, human rights organizations, activists, members of former parliament, political parties, social movements and coalitions, governmental bodies, media, academia and more. Since its establishment, PWWSD has been successfully developing women empowerment and protection programmes through the support of a variety of international and local partners.

PWWSD has a General Assembly (25 members) and a Board of Directors (7 members). PWWSD's staff comprise 43 professionals distributed across offices in the West Bank and Gaza. The offices are specifically located in Ramallah (HQ), Nablus community center, Qalquilia, Jenin, Tubas and Jordan Valley, Tulkarem community center, Bethlehem community center, Dura, Yatta and Gaza (sub-office). PWWSD counts with a qualified staff specialized in gender equality, development, human rights, and advocacy with proficient management skills of PWWSD staff and volunteers. The administration of PWWSD includes the General Director, Financial Manager, Accountant, Human Resources and Administrative Coordinator, Programs Manager, Thematic Programme Managers, Project Coordinators, Media and Advocacy Coordinator, Public Relations Officer, and IT professional. In addition, there are various staff according to the field of work such as Field Educators, Lawyers, Counsellors, Psychological Supervisors, Case Managers, and volunteers with the essential local and international support.

One of the main cornerstones of PWWSD is increasing Palestinian women's total political, economic and social empowerment across Palestine. This aligns with the organization's mission of empowering Palestinian women and girls on individual and collective levels to deeply be engaged in decision-making processes which can impact their lives and communities. Regarding political empowerment, PWWSD believes that increasing women's political by increasing the number of women in public office and political parties and providing leadership trainings and support would enable women of all ages and men to take part of all levels of the various decision-making processes and governance structures. The objective of this political empowerment work is to help shape a democratic political system that incorporates gender equality in Palestine.

Additionally, PWWSD works to increase rural women's access to the markets, build the capacities of women's cooperatives, close the wage gap, and ensure women's labour rights. PWWSD does this through

workshops and trainings on women's rights and gender and disability rights mainstreaming activities as well as through providing opportunities for employment and mentorship.

PWWSD works extensively to protect women from GBV and empower them to reduce the stigma on accessing necessary psychosocial health, and social services and to challenge the patriarchal behaviour and social norms they encounter in their daily lives.

In the following table (table 1), the highlights of this journey is presented, including main events and milestones that shaped PWWSD.

III. HISTORICAL PROFILE OF PWWSD

Table 1: Historical profile of PWWSD. This table highlights the journey, main events and milestones that shaped PWWSD

Date/Period	Event/Milestone	Implications/Results
1981 - 1987	PWWSD was established in 1981 as a social grassroots movement under the name "Union of the Palestinian Working Women Committees"	– The Union's main aim was to contribute to women's struggle in its national, social and development dimensions. – The Union's premise has been that women's emancipation is closely linked to ending the occupation and establishing a fully sovereign, civil, democratic Palestinian state – The Union mobilized women to take part in the community national resilience activities and carried out protests, sit-ins, support and encouragement visits to prisoners' and martyrs' families, submitting memorandums to the UN different structures and EU as well as the Arab league demanding holding Israel accountable to IHL and IHRL and to protect the Palestinian women from the daily violation and war crimes committed by its soldiers and settlers. Also it participated in the UN International conference in Nairobi, etc. – The union operated around 16 children daycare centers and summer camps in the West Bank and Gaza Strip. – The Union cooperated with medical centers and doctors, helped with first aid and Health education. – The Union had a huge role in grassroots work in cities, villages, and camps. – The Union cooperated with the workers' union and would visit factories and help women workers, raise their awareness on the labor rights, organize them in the trade unions and labor committees, and advocate for their rights in decent work and

Date/Period	Event/Milestone	Implications/Results
		social protection. It also contributed to the development of their capacities in leadership
1987	Participated in the higher women's council during the first Intifada.	– Higher Women's Council had a large impact on women's groups, had a larger role during the first popular the Intifada. – It provided a platform for women to gather and organize protests against the Israeli occupation and to develop the women's social agenda and the social discourse on the bases of gender equality. It pushed forward the concepts of women emancipation and challenged the multi-layers of colonial and patriarchal oppressions in the private and public spheres.
1987-1993	The First Intifada	– The Union played a significant role in the First Intifada, especially in strengthening steadfastness and resistance through active participation in the activities and events of the uprising, such as providing in-kind and material assistance, continuing to provide training in first aid popular education and other activities, establishing cooperatives to support the resilience of the local community, especially women, visiting families of who faced the Israeli violence to express solidarity and to deepen the resilience "Sound", etc. – The Union shifted more toward social justice. – The Union began taking on gender based violence cases, as there was a lack of services for violated women. There was a lack of resources and organizations to voice women's rights to live in security, to combat gender-based violence, to support violated women and girls, and to help women in need. This was because Palestinian national struggle was the priority.
1989	Rise of NGO's in Palestine	– Rise in aid from foreign countries in support of Palestinians, also began financing/funding NGO's.
1992	Registration of PWWSD	– PWWSD was registered in Jerusalem as an NGO – Began internal structuring and organizing – Due to their volunteer work specifically work with women and youth, established a prominent name for the organization

Date/Period	Event/Milestone	Implications/Results
		– Began receiving external funding, which helped with the professional development of the organization
Late 1990's	Funding increased vastly, was unconditional. Analyzing all the discriminative social, cultural, patriarchal and legal discourses.	– First funding was from Welfare till 2000. – There were no conditions they had to meet. – This funding helped with developing the organization and hiring specialists. – PWWSD contributed to establishing the Palestinian NGOs network and to defending the democratic rights, and to influence the policies, laws and procedures of the Palestinian Authority. – Develop the gender concepts and the famines discourse. – Develop strategic agenda to advance women's rights with in the Palestinian authority and the colonial context. – Mobilize women to take part in the election oh the first legislative Council in 1996
2000	'Law of Charitable Associations and Community Organizations' was ratified	– Allowed for PWWSD to register officially. – In 2001, it was registered as the 'Palestinian Working Women Society for Development'.
2000-2005	The Second Intifada	– The Second Intifada was harder on the organization than the First Intifada. During the First Intifada, PWWSD did not have funding, thus it 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 of the imposed curfews 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). – Contributed to the formation of psychological and social support teams in various governorates, consisting of governmental and non-governmental institutions working to address the psychological, social and economic effects of the Israeli incursions.

Date/Period	Event/Milestone	Implications/Results
		– Documenting Israeli aggressions, urging the commitment of international bodies to protect the rights Palestinian women in accordance with international humanitarian law and holding the occupation accountable for its crimes. – In 2002 , PWWSD boycotted the USAID funding as it became conditional
2005	PWWSD began Networking with other NGO's (international and regional)	– Began networks with (WCLAC, Miftah, Oxfam) and joined International Women Committee for a Just Peace" headed by the UNIFEM based on the UNR 1325.
2006	Second Palestinian Legislative Elections	– Hamas won elections which lead to a large meeting within the PWWSD organization. This lead to the first strategic planning of PWWSD
2007	First strategic plan	– PWWSD was more project oriented than program oriented.
2012	Second strategic plan	– PWWSD began to become more program oriented.
2011/2012	Shift to global/international advocacy	– Worked with other organizations such as, UN Women and Ministry of Women Affairs, made a national strategy, for a global/international advocacy
2014	Palestinian President Mahmoud Abbas signed and ratified CEDAW	– Palestinian Authority has to send a Country Report every four years on the situation of women's rights in Palestine. – First report was finalized in 2018, PWWSD participated with the coalition who worked on the shadow report with the coalition. – The coalition turned into a body which will now watch over CEDAW and its applicability in Palestine. – Every two years there is a country report. – Now there are two reports every year. One which is a follow up report with the NGO's network. The second one is a report from the government.

Date/Period	Event/Milestone	Implications/Results
2016	Lack of resources/conditional funding	– Due to the Arab Spring and regional political instability (including war on Gaza Strip in 2014), funding was reallocated to humanitarian aid. – Since PWWSD was now more program oriented, it backtracked to projects 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 and increased after the Second Intifada.
2019	Social backlash against CEDAW and lack of political will to implement	– Palestinian court decided that the international law transcends local laws, as long as they do not contradict culture and traditions. – PWWSD continues its efforts in mobilization, education and lobbying to issue legislation and policies in line of CEDAW and all the IHRL and to develop constitutional principles based on gender equality and justice for women.

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 (2021-2025). 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.

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 Theory of Change (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.

IV. PREVAILING ENVIRONMENT AND MAIN STRATEGIC DIRECTIONS

IV.1 Overall Context

Palestinian women face multi-layered oppression from patriarchal domination and Israeli occupation. The Palestinian male-dominated society has structured a public and political life that excludes the voices of women, subjecting them to legal, political, economic and social discrimination and systemic discrimination, due in large part to the absence of a national legislation system that includes a comprehensive definition of discrimination against women covering all prohibited grounds of discrimination and encompassing direct and indirect discrimination in both the public and private spheres. (Muntada, 2021).

Meanwhile under Israeli military occupation; Palestinian women, like all Palestinians, are being denied their right to self-determination as the occupier is controlling all Palestinian natural resources and systematically violating civil, political, social, economic and social rights. Palestinian women and men work under socially unprotected conditions, whether in the private local economy, or inside the Israeli settlements where there is no unemployment protection, retirement pension, disability insurance and other labour rights. Although there is a law that recognizes some rights, many of its articles, however, are not implemented. Over and above that, the wide spread of informal work, *which mainly employs women*, exposes many workers to blackmail from their employers and other risky work conditions. Furthermore, Palestinian women and girls, especially in rural areas face obstacles to their right to education both from patriarchal social norms on mixed-gender spaces and because of the threats of soldiers and settlers harassing them on the way to school (Muntada, 2021).

These intertwining forms of oppression remain an issue for Palestinian women's rights.

By mid-2020, the population of Palestinians in the West Bank and Gaza Strip is estimated at 5.10 million, comprising 2.59 million males (51%) and 2.51 million females (49%), whereas the sex ratio stood at 103.4; meaning that there are 103 males for every 100 females.

Table 2: Palestine Population Distribution by Sex

Region	Males	Females	Both Sexes
Palestine	2,593,641	2,507,511	5,101,152
West Bank	1,555,741	1,497,442	3,053,183
Gaza Strip	1,037,900	1,010,069	2,047,969

Palestinians live under occupation and in geographical and political fragmentation. Gaza remains in a protracted humanitarian crisis and heavily depends on aid due to a more than 13-yearlong blockade by the state of Israel. The West Bank is further divided owing to the annexation of East Jerusalem, the

separation barrier, Israeli checkpoints, and Israel's control of the Occupied Palestinian Territories (OPT) especially in areas classified by Oslo Accords (1993) as A, B and C.

UN Women's study of men's realities, practices, and attitudes in the Palestinian territories with regard to gender norms, gender-equality policies, household dynamics, caregiving and fatherhood, intimate partner violence, sexual diversity, health, and economic stress, has revealed that the Israeli occupation is the central structural framework of analysis for all elements of political, economic, and social life in Palestine¹. Among other researches, the study demonstrates that the occupation system of oppression reproduces and reinforces societal patriarchy. The routine violations of human rights including, inter alia, forced displacement, confiscation of land for settlement construction, home demolitions, revocation of residency rights, arbitrary detention and imprisonment, settler violence perpetrated with impunity, and destruction of property have profound consequences for the population. It is essential to emphasize that numerous occupation policies in the West Bank, including East Jerusalem and the blockade of Gaza since 2007, have exacerbated a negative gender differentiated impact on women. These restrictions provide for a highly persuasive pretext of limiting women's mobility and confining women into the private sphere, thus leading to a restriction of women's participation in public life in general and political and economic life in particular².

Between the onset of the outbreak of Covid-19 in Palestine in March 2020 to September 2021 there have been nearly 400,000 confirmed reported cases of Covid-19 in the West Bank and Gaza Strip (Health, 2021). Covid-19 has affected almost every factor of Palestinian lives: social life, livelihood, education, the economy, health sector, people's movements, employment, and private sphere (life at home) (UN Women, 2020). The mostly affected were employed women as the Council of Ministers decided to relieve women from their work during the crisis so they can stay at home with their families (UN Women, 2020, p. 19). It is estimated that 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 movement restrictions imposed, 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

¹ Institute of Women's Studies - Birzeit University, UN Women, Promundo-US: Understanding Masculinities: Results from the International Men and Gender Equality Survey (IMAGES) – Middle East and North Africa, Egypt, Lebanon, Morocco, and Palestine. 2017. URL: <https://www.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2017/images-mena-multi-country-report-en.pdf?la=en&vs=3602>

² Institute of Women's Studies - Birzeit University, UN Women, Promundo-US: Understanding Masculinities: Palestine: Results from the International Men and Gender Equality Survey (IMAGES) – Middle East and North Africa, 2017. URL: <https://www2.unwomen.org/-/media/field%20office%20palestine/attachments/publications/2018/02/understanding-masculinities-in-palestine-english.pdf?la=en&vs=2719>.

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).

The prevalence of violence in the Palestinian society is attributed to two key factors: one that is closely related to the protracted humanitarian crises, which has affected gender and family dynamics and exacerbated GBV in all its forms, including sexual violence, intimate partner violence, and child marriage. For instance, preliminary findings from an IDP survey in Gaza indicated that 73% of households perceive an increase in the incidence of violence against women, adolescent girls and children during crisis.³ The other factor is pertinent to discriminatory gender norms within the Palestinian society that limit women's rights and contribute to the spread and acceptance of violence against women and girls.

One of the main factors informing the perpetuation of GBV is the absence of alternatives to women survivors of violence. Several considerations impede the breaking of this cycle of violence, including women's economic dependency over their husbands, the social stigma associated with divorce and the prospects of returning to the family home as social norms and culture dictate that divorced/widowed women shall not live on their own for fear of the "family honor".⁴

Palestinian women face oppression, inequality, and Gender Based Violence (GBV) by multiple influencing factors such as the Israeli occupation, the masculine structure of the society and institutions, 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. Despite the women's movement's continued mobilization that called for the implementation of international human rights laws, including CEDAW, and their submission of CEDAW Shadow Report to the CEDAW Committee in 2018 and a follow-up shadow report in August 2020, women organizations are still challenged to advocate for the alignment of national laws and legislations with CEDAW, particularly the Family Protection Law, the Personal Status Law, the Penal Code, and the Elections Laws, to bridge the gap in gender-based discrimination in the legal, social, and economic spheres lived by women and girls in Palestine. It is worth noting that the Family Protection Law would address many of these legal issues, but it was drafted thirteen years ago and is still being negotiated and challenged by the dominant groups within and outside the structure of the Palestinian Authority (PA). 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

³Humanitarian Needs Overview, 2016, p.6

⁴Tamimi (n 2) 86

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).

Efforts to advance the rule of law in Palestine continue to face challenges such as the democratic deficit that profoundly affects the capacity, accountability and perceived legitimacy of the state's justice and security apparatus, and the absence of a clearly defined separation of powers and accountability between the three pillars of the justice sector (The High Judicial Council, The Public Prosecution and the Ministry of Justice).⁵ This results in the lack of respect of judicial independence, a lack of commitment by the executive branch, and severely hampers the realization of Palestinians' basic human rights and fundamental freedoms, and to tackle gender inequality and stereotypes that are deeply entrenched in legal, social and political norms. Since 2007, laws have been passed by presidential decree, according to Article 42 in the Palestinian Basic Law, hence severely hampering legal reforms. As a result, the justice and security systems, including discriminatory laws and procedures have become less able to address additional obstacles, especially faced by women and girls. Subsequently, national gender legislations contain sets of laws that discriminate against women with severe implications on enjoyment of human rights and fundamental freedoms⁶.

Moreover, the Sharia judiciary deals with sensitive societal issues, especially with those arising from personal status disputes, following the role of the Sharia courts on dealing with family issues, maintaining family stability and resolving conflicts arising between family members.⁷ Most legislation no longer responds to the arising new issues arriving to the Sharia justice; hence, the importance of updating them and establishing a modern set of laws that respond to the evolving reality and challenges of the Palestinian society, reason why the Head of the Supreme Judge Department's Office created the Harmonization Committees of Sharia Laws, which since its establishment in 2014 has been working on the fulfilment of relevant bills in the field of Sharia jurisprudence, in order to harmonize legislation among the two parts of the country, Gaza and the West Bank including east Jerusalem, to meet present developments in society and replace existing ones. The importance of harmonizing legislation as the Personal Status Law or the Family Law and bring it into line with international standards has been largely stressed by CSO and international entities in Palestine, including the CEDAW Committee, so as to end the discrimination against women in aspects such as divorce, inheritance, child custody or child marriage⁸, and ensure the impartiality, fairness and dignity of the judiciary.

⁵ UNICEF, UN Women, UNDP, Sawasya II – Promoting the Rule of Law in Palestine. URL: <http://mptf.undp.org/document/download/21355>.

⁶ UNDP – A review of Palestinian Legislation from a Women's Perspective, March 12. URL: <https://www.ps.undp.org/content/dam/papp/docs/Publications/UNDP-papp-research-Legislative%20english.pdf>.

⁷ UNDP, *Needs assessment for the Sharia Justice in Palestine: Strengthening the role of law in the Palestinian Territory*, March 2017.

UNDP, *A Review of Palestinian Legislation from a Women's Rights Perspective*, 2011, retrieved from: ⁸ http://www.lacs.ps/documentsShow.aspx?ATT_ID=5813

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 H2⁹, 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 (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

⁹ H2 is the part of Hebron which is under direct Israeli military control

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 (ActAlliannce, 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 (ActAlliannce, 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 (ActAlliannce, 2017, p. 7). Furthermore, human rights organizations and civil society organizations have reported having cyber-attacks, hacks, death threats, harassment, and receiving defamatory emails (ActAlliannce, 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 (ActAlliannce, 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).

The economic dependency of Palestinian women on men is grounded on a number of factors. These factors include limited work opportunities, increased participation in unpaid labour, inability to access male-dominated sectors, and the prevalent perception of women's work as a need rather than a human right. Limited work opportunities are a result of a multitude of factors, including restriction of mobility to work and stagnation of economic growth. The indefinite transition towards statehood and mobility restrictions imposed by Israeli military occupation forces, alongside the Gaza blockade that is imposed by the Israeli occupation since 2007, led to a stagnation in economic growth and prevented the effective functioning of the local economy.

As women's employment is perceived as a last resort to economic need rather than a human right¹⁰, the restrictions on mobility and stagnation of economic growth have given priority to men's employment over

¹⁰ Jennifer C. Olmsted, 'Post-Oslo Palestinian (un)employment: a gender, class, and age-cohort analysis' (2008). The Economics of Peace and Security Journal accessed 28 October 2018. 33

women's employment, and have thus altered patterns of Palestinian women's participation in various sectors of the labour force. Except for the agricultural sector, women's participation in all other sectors decreased following the Oslo Accords, including in the traditional employment areas for women: the manufacturing and health sectors¹¹.

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, and different levels of national and developmental interventions, at the local, regional and international levels

Women's leadership and political participation in OPT takes place in a complex and volatile political context, which hinders the efforts to achieve gender justice, including women's rights to participate in decision-making at all levels. It is important to highlight that in spite of the introduction of a 20% quota for women (reserved seats) in local elections embedded in the Amended Local Elections Law of 2005, women did not manage to increase their representation in the elected parliament – the Palestinian Legislative Council (PLC) - in 2006. They, however, kept a steady representation rate by securing 17 seats (12.9% of the PLC members). Since then, no national elections for parliament or presidency have been held.

Notably, women comprise only 11.7% of public sector employees in decision-making positions; with only 16%, 3% and 12% of the deputy ministers, assistant undersecretaries and general directors being women. Furthermore, only 6% of Palestinian Ambassadors are women, while only 17.2% of the judiciary are women (18.6% in the West Bank and 10.5% in Gaza). Similarly, of a total of 16 governors in the West Bank and Gaza, only one is a woman (6.25%). The same applies to the Palestinian Liberation Organization's (PLO) Executive Committee, where there is only one woman of 18 members (5.5%). With respect to ministers, the figure decreased to 14.2% since 2014, when only 3 women out of 21 ministers in the current ministerial cabinet.

While women have de jure equal political rights to participate, they can be actively discouraged to do so. Patriarchal societies enforce rules, responsibilities and behaviour for women, enforcing these norms in ways that affect their self-confidence, limiting their access to information and skills and reinforcing their lower status in society.

SamiaBotmeh, Unlocking the Labor Market for Palestinian Women (Al-Shabaka: The Palestinian Policy Network, July 2015)¹¹

IV.2 Organizational SWOT Analysis

PWWSD Internal Environment

PWSSD has a strong and experienced management and programme teams who are committed to their job PWWSD vision and mission. They contribute to the success of PWWSD and getting work done properly. The diversity of work pertaining to women is a strength. Another strength is PWWSD's ability to form and maintain partnerships and alliances with other organizations that support women rights. Lastly, PWWSD is strong in the services that it provides to women and their causes. PWWSD develops its human rights and services approach as a methodology in all its intervention to empower women politically, socially and economically. It contributes in developing the feminist discourse and has become a gender expert organization for local and international organizations. It is considered a reference organization for women, NGOs and GOs.

On the other hand, there are a number of weaknesses in the internal environment that were mentioned repeatedly and identified by stakeholders, management and staff.

Table 3: SWOT Analysis: PWWSD Internal Environment - Strengths and Weaknesses

Strengths	Weaknesses
• Skilled and experienced PWWSD staff who are committed to their job. • Updated bylaws • Commitment to civil society's code of conduct • Diverse experiences of the general assembly • External and internal audits administered • Established internal systems and procedures - management, financial, and operational • Existence of a website and social media pages • Established a Development Unit and within it a Monitoring and Evaluation Section & Research and Media Consultant • Highly diverse and qualified staff • Developed programming based on thematic areas • Active members of national, regional, and international coalitions and networks • Strong relationships with CBOs	• Different levels of engagement among board members • insufficient oversight by the general assembly • Workspace is insufficient and the design is inefficient • Lack of a centralized database of existing volunteers • Present lack of funding to fully cover operational and management costs • Present lack of funding for additional members for the Finance Unit • Present limited funding for a lawyer who specializes in women's issues (i.e. inheritance, divorce)

• Offices and Community Centers in the West Bank and Gaza • Ability to expand and form partnerships and networking • Coordination, cooperation and leadership • Diversity of work • GBV service delivery main scope of work with counsellors, PSS Supervisors, and case management all over the West Bank and Gaza Strip • Ability to respond to emergency situations with emergency plans developed and revised in line with developing contexts	
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PWWSD External Environment

There are a number of opportunities and threats in 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 PWWSD'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, including from the continued situational analysis in the Gaza strip and West Bank in regards to the impact of COVID-19 on women and girls.

On the other hand, there are a number of threats for PWWSD in the external environment. COVID-19 pandemic virus is a threat faced by the society although there are alternative means to communicating with women and using electronic means of communication. The pandemic affected the nature of PWWSD's working hours, and affected the access of abused women or the beneficiaries to PWWSD. 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 PWWSD and stopped some of its activities. In addition, another threat are the economic challenges in light of the COVID-19 pandemic, which caused an economic crisis, and also affected the implementation of activities and workshops. Another threat are political changes that threaten stability. Moreover, a political threat is the absence of a legislative council which has hindered the development and endorsement of gender-sensitive laws, such as: the labor law, the personal status law, the family protection law, the elections law, in line with CEDAW which was endorsed by the PA in 2014.

Table 4: PWWSD External Environment - Opportunities and Threats

Opportunities	Threats
• The Palestinian President's signing - without reservations - of CEDAW and commitment to implementing UNSCR 1325 (Women, Peace and Security Agenda) creates new horizons for PWWSD • Our networking allows us to form new local, regional, and international alliances and this, in turn, provides us with opportunities to work with new partners and advance our efforts to create more space for advocacy and solidarity among those working to increase women's rights and obtain justice for all Palestinians • Participate in international efforts to combat gender-based violence and advocate for the protection and rights of women • Conduct local awareness campaigns on eliminating gender-based violence • Create programming to economically empower women and girls in rural areas • Advocate for a Family Protection Law that will protect women and girls from violence and discrimination. • Research and produce publications regarding issues affecting women's access to economic and political processes. • Provide support for women wanting to run for public office, locally or nationally • Offering media and social media posts in English and Arabic to appeal to a wider audience. Leading the umbrella group "NGO Forum in Local Governance," which established a systematized policy framework that addresses a variety of local political and social issues; including education, increasing participation of women in public office, changes in social attitudes and norms.	• A local discourse that reveals a lack of support of women's rights • Lack of funding due to the changes in the priorities of donors • Dismantling of the Palestinian Legislative Council (PLC) limits and prevents changes in legislation • Absence of the rule of law makes the informal tribal customs and system strong • Fundamentalist discourse weakens the status of women • Neoliberal policies limit women's access to economic systems in rural areas

IV.3 Our Strategic Directions

Based on its analyses and understanding of the context, and the prevailing internal and external environment, PWWSD will focus in the coming five years (2021-2025) on the following core strategic directions that are mutually dependent and interlinked:

1. Combating gender-based violence.
2. Economic empowerment of women.
3. Empowerment and political participation of women.
4. Strengthening role of women in the Palestinian national struggle.
5. Strengthening resilience and sustainability of PWWSD

V. OUR WAY FORWARD

V.1. PWWSD's Values

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 practical and strategic needs and Rights
5. Responsiveness
6. Equality and Social Justice
7. Human Dignity

V.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

PWWSD sets out in the coming period to address the following strategic directions:

1. Combating gender-based violence.
2. Women Economic Empowerment.
3. Women Political Empowerment.
4. Strengthening role of women in the Palestinian national struggle.
5. Strengthening resilience and sustainability of PWWSD.

PWWSD's interventions logic is outlined in the Theory of Change diagram overleaf. PWWSD believes that meaningful change in favor of women's rights and interests must begin at the individual level. It strives to effect change at all levels of the Palestinian society by pursuing a multi-layered strategy triggering a ripple effect starting with the individual woman and radiating outward to the community, and beyond.

At the individual level,

- Women and young people understand their political, civil, economic, social, and cultural rights and have the tools and can advocate on their behalf
- Women and young people understand their legal, social, and civil rights and have the resources and confidence to prevent or combat acts of gender-based violence

At the community level,

- Palestinian society understands the significance of gender equality and challenges social attitudes and norms that perpetuate inequalities
- Palestinian society acknowledges the prevalence and consequences of gender-based violence and takes steps to advocate for a society free of violence

At the Policy Level,

- Duty bearers adhere to their obligations and enforce laws from a human rights perspective aligned with international standards
- Duty bearers enforce laws and procedures to combat gender-based violence and hold perpetrators legally accountable.

Theory of Change Chart

Gender Barriers: discriminatory social norms, laws, procedures and strategies that perpetuate violence against women and young women, and exacerbate women exclusion from participating in economic, political and social spheres



Strategic Directions: Influencing formulation of laws and policy change, expanding scope of networking and partnerships, provision of PSS counseling and legal services, raising community awareness, investing in youth leadership capabilities, organizing women in union and community structures, supporting community initiatives, strengthening grassroots organizations, documenting and promoting accountability measures on women rights violations, advance international advocacy, expanding resources mobilization, human resources development, and increasing efficiency and effectiveness



Interventions: Develop individual capacities, knowledge, and skills; Advance community and institutional understanding of gender concepts; Implement inclusive gender-responsive projects and programme in the WEE, WPP and GBV areas to promote a gender-sensitive discourse at the society's level and increase profiling of women's engagement as leaders in development processes, raise awareness of the community to influence change; change in policies and procedures to increase women participation in all sectors and at all levels.



Outputs: women, girls and youth have the knowledge and skills to claim their rights; Palestinian society, especially women, is more aware of and supportive to women's economic, political and social, hence stronger community engagement to support female engagement private and public spheres; Policies, procedures and budgets are effective and accountability mechanisms are stronger



Outcomes: Women and young people understand their political, civil, economic, social, and cultural rights and have the tools and can advocate on their behalf; Palestinian society understands the significance of gender equality and challenges social attitudes and norms that perpetuate inequalities and gender-based-violence; Duty bearers adhere to their obligations and enforce laws from a human rights perspective aligned with international standards



Assumptions

Outcome to Impact:

- Existence of a supportive political will.
- Reasonable societal acceptance of women's participation
- The existence of a legal system that is more responsive to women's participation
- The presence of international governmental and nongovernmental support to Palestinian cause
- Complementarity and cooperation with partner institutions

Strategic Interventions to Outcomes

- Existence of a reasonable legal, economic, and social environment responsive to gender issues.
- Existence of human rights organizations and NGO forums, networks and coalitions responsive to gender issues locally, regionally and internationally
- Appreciation and trust of women and relevant stakeholders in the PWWSD
- Existence of community environment and CBOs responsive to gender-based violence issues
- International political will and commitment to promoting justice and human rights.
- Existence of international solidarity networks, coalitions and movements with the Palestinian people.
- Staff commitment to PWWSD's values, vision and mission.

IMPACT:

Palestinian women and young people realize their rights and in the public and private spheres

IV.5. Goal and Strategic Objectives

Goal

The main goal of PWWSD shall be to achieve:

“Effective women engagement in the public and private spheres”

Strategic Objectives

In the coming five years, PWWSD strives to achieve the following results:

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

IV.6. Strategic Directions

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 2021-2025 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

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

Program Objectives:

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

2. Public Relation and Media Program

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

Program Objectives:

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

3. Planning and Development Program

Program Goal: Steady and sustainable growth and improved quality services are ensured toward achieving PWWSD's overall vision

Program Objectives:

1. "Results-based management" is institutionalized in the PWWSD.
2. Sufficient local and international resources for the PWWSD's continuation and growth.
3. Regularized flow of factual information needed for informed decision-making.

4. Combating Gender-Based Prevention Violence

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

Program 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.

5. Economic Empowerment Program

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

Program Objectives:

1. Palestinian society, especially women, is more aware of and supportive to women's economic rights access to the labor market.
2. Increased 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 women equitable economic participation and access to the labor market.

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

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:

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

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:

1. 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.

2. More effective resources mobilization

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.

3. 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 misunderstanding or ambiguity 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. Organizational Structure

Based on above, the following organizational structure for PWWSD is proposed, according to which the institutional, administrative, and financial structures shall be strengthened.

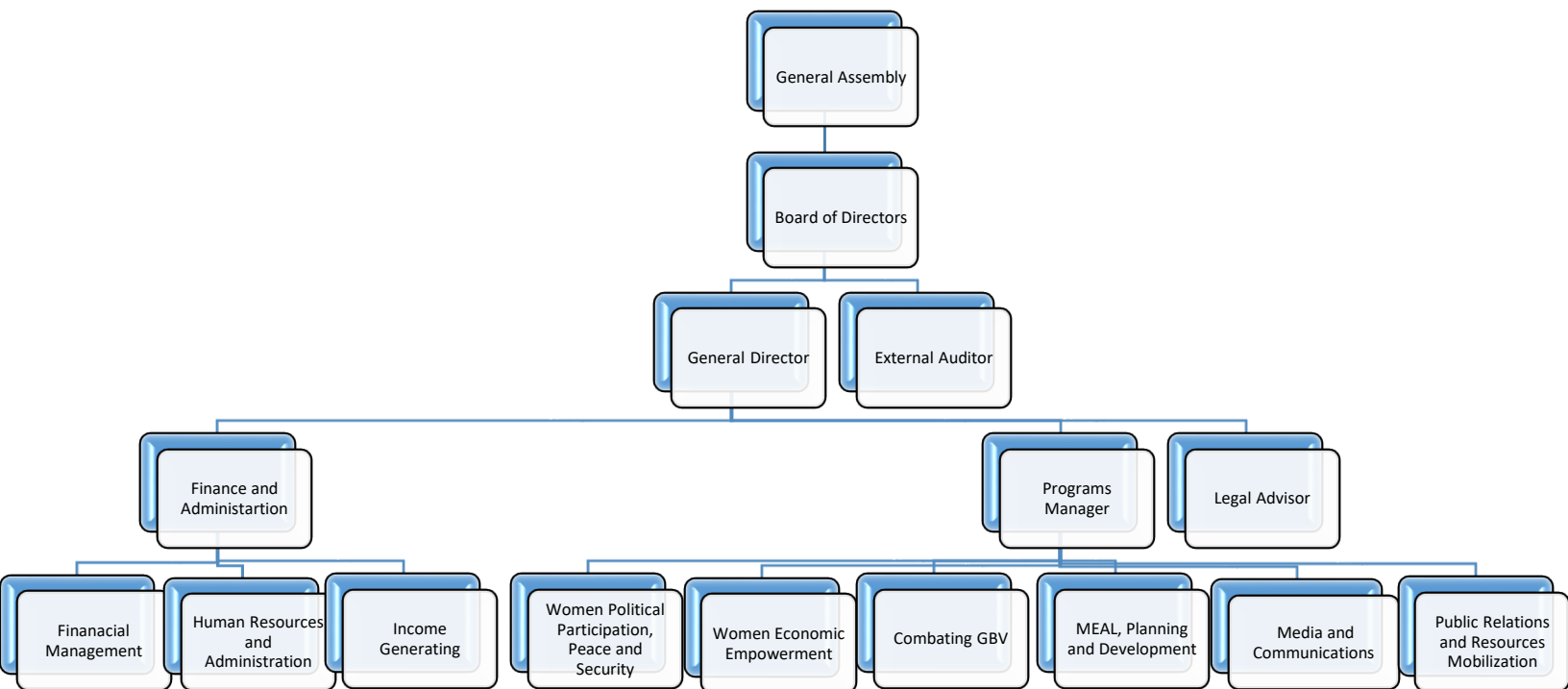


Figure 1: Modified Organization Structure for PWWSD

V.3. Programs Roles and Responsibilities

1. Finance and Administrative Program

Responsibilities pertaining to Administrative Program will be implemented by a unit/assigned staff reporting to the **General Director**. These include:

-
- Reviewing and developing financial policies, manuals and regulations in accordance with Generally Accepted Accounting Principles (GAAP).
- Executing financial tasks in accordance with revised policies and procedures.
- Preparing an indicative Medium-term Fiscal Framework.
- Coordinating and supporting programs and units to prepare their budgets within the resource allocation framework, and compiling them into a comprehensive annual budget for PWWSD.
- Preparing quarterly financial reports on actual expenditures against budget allocations for each program and according to the specified times.
- Preparing periodic financial reports for projects in accordance with contractual terms with donors.
- Preparing annual financial report.
- Carrying out an annual inventory of assets.
- Reviewing and updating the administrative affairs and human resources manuals.
- Hiring new staff for vacant jobs according to the availability of funding.
- Preparing annual human resources development plans and oversee their execution.
- Coordinating and supervising the annual performance evaluation process for employees.
- Following up on the implementation of administrative decisions resulting from the annual staff performance evaluations.
- Continuous updating of employee records.
- Periodic follow-up of computers, the Internet and electrical appliances in order to maintain or replace them if necessary.
- Periodically evaluating the computer firewall and make improvements if necessary.
- Managing and marketing the income-generating units of the PWWSD (Al-Zawada restaurant, women's production shop and consulting services).

2. Monitoring, Evaluation, Accountability and Learning (MEAL), Planning and Development Program

The responsibilities related to *Planning & Development* and *MEAL* will be implemented by units/assigned staff reporting to the **Programs' Manager**. These include:

- The MEAL framework is based on the results framework. 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 MEAL elements remain relevant and effectively support management and organizational learning.
- The indicators shall be revisited and updated if needed, once a new strategy is developed.
- Assessment of the MEAL system needs to be incorporated in mid-term and final evaluation processes of PWWSD
- The MEAL, Planning and Development Unit is 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.
- The MEAL, Planning and Development Unit shall be main responsible body for analyzing, reporting and disseminating performance data and information.

- Establishing efficient and effective organizational framework with enhanced competencies of staff.
- Instituting a rolling results-based planning and budgeting process.
- Establishing effective project cycle management system.
- Coordinating and assisting the preparation of annual PWWSD implementation plans.
- Coordinating the quarterly review and updating of the programs' implementation plans.
- Leading annual review of the strategic plan and modifying/updating it, if necessary.
- Facilitate Mid-term and Final Evaluations of the strategic plan and identify lessons learned as inputs to the subsequent planning cycle.
- Managing the results-based monitoring and evaluation system (RBM&E).
- Preparing results-based reporting system.

3. Media and Communications Program

This program will be by a unit/assigned staff reporting to the **Programs Manager**, whose responsibilities include the following:

- Developing and implementing a strategic framework for PWWSD's communication interventions.
- Developing realistic annual media implementation plans.
- Following-up the implementation of agreed-upon media standards.
- Developing "branded" give-away promotional material and stationery.
- Issuing regular press releases and briefings about PWWSD's activities and achievements.
- Writing and developing press releases and position papers on events related to Palestinian women issues.
- Organizing press interviews through various print, audio and visual media.
- Promoting PWWSD awareness-raising activities.
- Using various media outlets to advertise and promote PWWSD advocacy campaigns and activities.
- Highlighting women voices through advertisements, short meetings with journalists, and publishing written quotes.
- Organizing meetings and protests, and issuing press releases and statements to counter the defamation campaigns conducted by the occupation against PWWSD.
- Continuous updating of information and highlights of PWWSD activities on the website and social media.
- Regular development and updating of PWWSD's awareness-raising agenda, activities and events on the webpage and social media.
- Organizing monthly open Facebook Live session, such as "Frequently Asked Questions" session.
- Organizing discussions sessions with media representatives for sharing and exchange of information and ideas.
- Holding meetings with representatives of various media agencies, including satellite and local TV, radio stations and influencers.

- Inviting journalists and media representatives to participate in PWWSD activities.
- Organizing field trips for journalists and influencers to PWWSD projects.

4. Public Relations and Resources Mobilization Program

This program will be by a unit/assigned staff reporting to the **Programs Manager**, whose Coordinate public relations and fundraising process.

- Reviewing project proposals and submitting them to potential donors.
- Managing the relations with donor partners.
- Communicating with private sector institutions and local businessmen to get their sponsorship of the PWWSD's activities and events.
- Organizing local fundraising campaigns and events.
- Developing and implementing a strategic framework for PWWSD's public relations and communication interventions.
- Developing realistic annual public relations plans.
- Organizing introductory meetings with potential donor partners, in coordination with the Development and Planning Unit.
- Sending reports, bulletins, and briefs of PWWSD achievements to new partners regularly.
- Inviting existing and new donor partners and international agencies to participate in PWWSD activities and events.
- Sending electronic Newsletter to partners, friends and supporters.
- Organizing annual round table meeting and reception with representatives of relevant international organizations and donor agencies present in Palestine

5. Combating Gender-Based Violence Program

This program will be by a unit/assigned staff reporting to the **Programs Manager**:

- Providing individual and collective psychological and social counseling services, including counseling over the phone.
- Providing legal advice and pleading cases in courts.
- Strengthening capacities of workers in grassroots organizations in GBV and women's rights to participate in community awareness and advocacy campaigns.
- Building a network of grassroots organizations to provide services to women and enable them to participate effectively in dialogues/discussions at the local, regional and international levels.
- Documenting GBV cases of and publishing periodic reports.
- Implementing community awareness campaigns on GBV for all segments of society.
- Preparing male and female advocates for women issues and combating GBV.
- Forming forums of advocates for the rights of women.
- Forming forums of women GBV survivors.
- Implementing awareness-raising and capacity building of the rights holders and enable them to participate in and lead policy dialogues and meetings with political decision makers.
- Reviewing laws and proposing amendments to them and/or drafting new ones related to combating GBV.
- Coordination and implementation of lobbying and advocacy campaigns at the national and regional levels on women related.

- Issuing statements and position papers related to GBV.
- Coordination and networking with relevant organizations to build alliances that contribute to amending of laws and influencing decision-makers.
- Coordinating and implementing policy discussion sessions with decision-makers to influence laws related to combating GBV.
- Coordination, implementation and participation in regional and international workshops and conferences that combat violence and support women issues.
- Exchange of experiences, south-south and at the international level.

6. Women Economic Empowerment Program

This program will be by a unit/assigned staff reporting to the **Programs Manager**:

- Educating rights holders and raising their awareness of their economic and social rights.
- Conducting community awareness activities on women's participation in economic life.
- Providing psychological, social and legal counseling services to women GBV victims in the work environment.
- Empowering the youth economically, raising their awareness of their rights and duties, enabling them to enter the labor market, and raising their awareness of the importance of both men and women participation in economic life.
- Organizing women in union and community structures, bodies, cooperatives, etc., networking between them, and creating national networks of these bodies.
- Supporting and implementing women community initiatives that enhance their economic and social participation.
- Strengthening the capacities of grassroots organizations CSOs and CBOs as related to women's civil, economic and social rights and gender issues.
- Training women's associations and cooperatives and building their capacities in economic and social empowerment and practical skills of women.
- Training partner organizations on advocacy and mobilization to advance women's economic rights.
- Networking with partner civil society organizations, the Gender Forum in local government, and others regarding the economic and social participation of women.
- Implementing advocacy campaigns to influence changing the laws that prevent gender equal economic rights and impede women in joining the labor market.

7. Women Political Participation, Peace and Security Program

This program will be by a unit/assigned staff reporting to the **Programs Manager**:

- Organizing community awareness activities in the field of civil, political and social rights based on gender issues.
- Organizing training fields related to gender issues/political participation, local and international laws, advocacy, mass media, local government laws etc.

- Issuing reports, position papers and studies related to political participation and women, security and peace agenda.
- Encouraging and motivating women and youth to take an active role in organizing and participating in awareness-raising workshops.
- Continuously recruiting volunteers and encouraging them to engage in awareness building activities.
- Organizing lobbying activities and campaigns to influence decision-makers regarding the political, civil and social rights of women.
- Participating, in coordination with the women's movement and civil society coalitions and networks, in conducting reviews and amendments to applicable laws and proposing new laws and submitting them to the relevant authorities.
- Maintaining PWWSO's membership and activating its role in coalitions related to women civil and political rights at the local, regional and international levels.
- Hosting and facilitating the work of coalitions, such as the Gender Forum in Local Government, Forum against Violence, the Women's Coalition for Justice and Equality, 'Irada', and others.
- Contribute to raising the institutional and activity capacities of existing coalitions by seconding to them women who are experienced in the field of women's rights, in general and political participation in particular.
- Organizing women in unions, community structures and bodies, youth forums, etc., and enable them to play an active role in public life.
- Supporting and implementing women community initiatives in regard to their civic, political and social participation.
- Strengthening the capacities of CSOs and CBOs in the context of women's civil, political and social rights, and gender issues, and enhancing coordination, networking and exchanging experiences among them.
- Participating in solidarity activities with the groups affected by the violations of the occupation.
- Monitoring, documenting and exposing violations of the occupation.
- Publishing reports, researches, position papers and statements and disseminating internationally.
- Participation in preparing the shadow report related to the CEDAW agreement and the report of the coalition 1325, and participating in the efforts made by the women's movement in monitoring their implementation by the government.
- Building new local, regional and international partnerships related to women's political participation and women, security and peace agenda.
- Participating in coalitions and networks to hold Israel accountable .
- Participating in meetings and conferences at the international and regional levels, such as CSW, Human Rights Council, the annual open day, etc.
- Organizing international advocacy tours and receiving solidarity delegations.

V.4. Results Frameworks and Implementation Plan

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

Based on the Results Frameworks of the programs (see Appendix I), Implementation Plan for 2021 was developed (see Appendix III).

VII. RISK MANAGEMENT FRAMEWORK

Table 5: Risk Management Framework

Potential Risks	Likelihood of risk occurring	Likely Effect	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 PWWSD's external support and increases its financial vulnerability.	- Resource mobilization intensified - Intensifying promotion and raising awareness of the vision, mission, and goals of PWWSD. - Increase the self-financing of PWWSD.
Tightening of the occupation measures and obstructing movement between areas	high	- Obstructions and confusion at work due to the inability of the staff to reach specific areas to implement activities.	- Using electronic platforms (zoom, social networks) to communicate with employees and other individuals and institutions.

Potential Risks	Likelihood of risk occurring	Likely Effect	Measures to mitigate risks
The conservative forces win the Legislative Council elections	Medium	- Weak face to face communication. - Some international donors have caved in to Israeli propaganda against Palestinian civil society institutions	- Coordination with networks and movements for international advocacy. - Conflict with the occupation on the basis of international humanitarian law
		- Create a legislative environment that is not supportive, and women's issues - Passing laws restricting democratic practices, shrinking in civic space, and reducing public engagement	- Intensifying pressure to put in place laws that protect the participation of women, to strengthen the work of institutions and to activate international agreements - 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 PWWSD'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

Potential Risks	Likelihood of risk occurring	Likely Effect	Measures to mitigate risks
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 PWWSD'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 PWWSD, which forces it to hire according to the project and its duration. This may lead to lack of job security, a decline in the commitment of staff, and a decline in their productivity. - A decline in external funding that may force the PWWSD to close some programs or reduce them, which weakens the its presence in the community	- Intensifying the mobilization of resources and searching for Arab and local sources - Intensifying promotion and raising awareness of the vision, mission, and goals of PWWSD. - Increasing the PWWSD'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 presence of staff not committed to PWWSD's the values, vision and mission	High	- Leaving work due to a financial comparison - Weakens the PWWSD's image and its role in society - High staff turnover and lack of accumulation of knowledge and experience	- Developing and implementing a plan to build the capacity of staff - Promoting the rights of male and female staff - Strengthening women's culture in PWWSD
Lack of clarity and / or lack of commitment to authority (access lines)	Medium	- Work confusion - Internal conflicts between staff - Lack of respect for the regulations and authority - Decreased motivation to work - Decline in the quality of work	- Developing the structure according to the development requirements of PWWSD - Establishing clear job descriptions - Procedures for resolving conflicts based on respect and principles of law

Potential Risks	Likelihood of risk occurring	Likely Effect	Measures to mitigate risks
			- Activate the mandate and evaluate performance according to results

VIII. MONITORING AND EVALUATION

A results-based M&E framework has been developed (presented in Appendix III) to 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, better decision making, 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 (see Appendix II) is to be completed as part of developing the M&E system.

VIII.1 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

APPENDICES

APPENDIX I: RESULTS FRAMEWORK

1. Administrative Program

Table 6: Results Framework - Administrative Program

Program	Administrative	
Program Goal	The PWWSD is an agile, efficient, and administratively effective institution	
Objectives	Outputs	Activities
1. PWWSD financial management is more efficient and effective	1.1. Financial management policies, manuals and regulations more 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 PWWSD'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 PWWS
		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. More efficient and effective human resource management	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
	2.3. 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 PWWSD) 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

Table 7: Results Framework - 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.

Objectives	Outputs	Activities
	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
		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:

Objectives	Outputs	Activities
		– 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.
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

Objectives	Outputs	Activities
		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.

Objectives	Outputs	Activities
		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
	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

Objectives	Outputs	Activities
		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
		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

Table 8: Results Framework - 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

Objectives	Outputs	Activities
		discussion and approval to be presented to the General Assembly for approval
	1.6. The programs implementation plans are updated quarterly based on the results achieved	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
		1.6.2. Coordinating the quarterly review and updating the programs implementation plans
	1.7. Modified/updated strategic plans are based on previously achieved results and learnings	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

Objectives	Outputs	Activities
		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
	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</i>

Objectives	Outputs	Activities
		<i>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

Objectives	Outputs	Activities
		provides information that contributes to the effective 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 PWWSD
	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 PWWSD'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

Objectives	Outputs	Activities
		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
	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

Objectives	Outputs	Activities
	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

Table 9: Results Framework - 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
1. 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

Objectives	Outputs	Activities
	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.
2. 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

Objectives	Outputs	Activities
	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 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
3. 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.	3.1.1. Organizing awareness activities about local laws related to women's issues in order to approve and amend them
		3.1.2. 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
		3.1.3. Holding awareness-raising meetings with decision-makers about the rights of women who are subjected to gender-based violence
		3.1.4. Holding meetings, hearings, and dialogue sessions to hold decision makers

Objectives	Outputs	Activities
		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 rights and combating GBV and support feminist issues.
4. 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

Objectives	Outputs	Activities
	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

Table 10: Results Framework - 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.	1.1. 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
	1.2. 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
	1.3. 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

Objectives	Outputs	Activities
	1.4. 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
		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	1.1.1. Implementation of awareness-raising activities on the economic rights and responsibilities of the youth
		1.1.2. 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	1.1.1. 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	1.1.1. Organizing women into cooperatives/associations
		1.1.2. 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	1.1.1. Creating national/regional networks of cooperatives and organizations
	2.5. Women community initiatives have the ability to plan and implement their own initiatives	1.1.1. Providing logistics, training and institutional support to women community initiatives

Objectives	Outputs	Activities
	2.6. Societal acceptance of women entering non-traditional professions	1.1.1. 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 participation in unpaid domestic work and family care.	1.1.1. 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
		1.1.2. Prepare a study on the value of women's unpaid domestic work and family care
		1.1.3. 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	1.1.1. 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	1.1.1. 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
		1.1.2. 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
		1.1.3. Organizing pressure and influence activities on decision-makers, such as: vigils, policy papers, research, petitions and memoranda on various women's issues
		1.1.4. Implementation of national advocacy campaigns for the adoption of legislation and policies in line with international conventions and commitments of

Objectives	Outputs	Activities
		SDGs 5 and 8 (amendments to labor legislation, equal opportunities, equal pay, etc.)
		1.1.5. 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
	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	1.1.1. 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
		1.1.2. 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	1.1.1. Organizing consultative sessions with the responsible authorities (the government, the private sector, political parties, civil society organization, employers, and work syndicates)
		1.1.2. 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

Table 11: Results Framework - 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.
		1.1.2. 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.

Objectives	Outputs	Activities
		- Forming supportive committees for women candidates for elections. - 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

Objectives	Outputs	Activities
	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.	2.1.5. Organizing lobbying and advocacy activities on decision-makers, such as: protests, policy papers, research, and filing petitions and memoranda on issues related to women's political participation
		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

Objectives	Outputs	Activities
		3.3.3. Participate in meetings at the international and regional levels such as: CSW, Human Rights Council, annual open day, etc. and carry out parallel awareness/advocacy activities
		3.3.4. Organizing International advocacy tours and reception of solidarity delegations to hold Israel accountable to IHR and IHL
		3.3.5. Holding political dialogue meetings on issues related to women peace and security agenda

APPENDIX II: MONITORING AND EVALUATION FRAMEWORK

1. Administrative Program

Table 12: Monitoring and Evaluation Framework - Administrative Program

Results Statement		Indicators	Baseline	Target (End of 2021, 2022, 2023, 2024, 2025)	Data Sources	Means of Verification / Tool	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						

Results Statement		Indicators	Baseline	Target (End of 2021, 2022, 2023, 2024, 2025)	Data Sources	Means of Verification / Tool	Responsibility	Frequency
	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						
	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						

Results Statement		Indicators	Baseline	Target (End of 2021, 2022, 2023, 2024, 2025)	Data Sources	Means of Verification / Tool	Responsibility	Frequency
	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						

Results Statement		Indicators	Baseline	Target (End of 2021, 2022, 2023, 2024, 2025)	Data Sources	Means of Verification / Tool	Responsibility	Frequency
	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

Table 13: Monitoring and Evaluation Framework – Public Relation and Media Program

Results Statement		Indicators	Baseline	Target (End of 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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.						
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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	1.4. Increased capacity of PWWSO's employees and employees of the grassroots partner organizations in the field of communication	– Number of PWWSO's employees and employees of the grassroots partner organizations trained in the field of communication – Percentage of PWWSO's employees and employees of the grassroots partner organizations report increased communication knowledge and skills						
	1.5. The employees of the PWWSO have sufficient knowledge of the materials and resources required to produce quality media material	– Percentage of PWWSO'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 PWWSO promotional items produced	– Number and type of promotional material produced						

Results Statement		Indicators	Baseline	Target (End of 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	2.6. Reports and studies prepared by PWWSD are ready for printing/publishing	– Readiness of edited reports and studies for printing/publishing						
	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

Table 14: Monitoring and Evaluation Framework - Planning and Development Program

Results Statement		Indicators	Baseline	Target (End of 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
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 2025)	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 S						
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	2.8. Projects Register in place	– Adequacy of the developed Projects Register to track projects' cycles						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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

Table 15: Monitoring and Evaluation Framework - Combating Gender-Based Prevention Violence Program

Results Statement		Indicators	Baseline	Target (End of 2025)	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						
Objectives	1. Palestinian women are more proactive in combating gender-based violence.	– Number and content of campaigns combating GBV initiated by women organizations/coalitions						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	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.						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	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

Table 16: Monitoring and Evaluation Framework – Economic Empowerment Program

Results Statement		Indicators	Baseline	Target (End of 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						

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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
		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						
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	2.6. Societal acceptance of women entering non-traditional professions	– Level of societal acceptance of women entering non-traditional professions						
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	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

Table 17: Monitoring and Evaluation Framework - Political Participation and the Women, Peace and Security Agenda

Results Statement		Indicators	Baseline	Target (End of 2025)	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)						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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 2025)	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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						
	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						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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.	– Number and theme of coalitions meetings and conferences that PWWSD participated locally, regionally and internationally in relation to political and civil rights of women – Number and content of proposals submitted in the various collations' 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 PWWSD participated in.						

Results Statement		Indicators	Baseline	Target (End of 2025)	Means of Verification / Tool	Data Sources	Responsibility	Frequency
	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 2025)	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 2025)	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						