



Strategic Planning Document 2015-2016

Vision

“An independent, democratic and sovereign Palestinian state, which grants Palestinians their basic rights, preserves their freedom and dignity, and enjoys international recognition and respect”

The Palestinian Initiative for the Promotion of Global
Dialogue and Democracy

MIFTAH

Mission

Established in 1998, MIFTAH seeks to promote the principles of democracy and good governance within various components of Palestinian society; it further seeks to engage local and international public opinion and official circles on the Palestinian cause. To that end, MIFTAH adopts the mechanisms of an active and in-depth dialogue, the free flow of information and ideas, as well as local and international networking.

Executive Summary

The Palestinian Initiative for the Promotion of Global Dialogue and Democracy - MIFTAH, established in December 1998, is a non-governmental non-partisan institution that seeks to promote the principles of democracy and good governance within various components of the Palestinian society.

MIFTAH works towards the vision of an independent, democratic and sovereign Palestinian state, which grants Palestinians their basic rights, preserves their freedom and dignity, and enjoys international recognition and respect. MIFTAH's endeavor is to participate in setting the foundation for the establishment of a corresponding state and work towards a two-state solution of the conflict.

One of the major strategic objectives set by MIFTAH is to empower effective leadership within the Palestinian society in order to enhance democracy and good governance and raise public awareness concerning the rights and responsibilities of good citizenship. MIFTAH continuously seeks to reach out to marginalized groups, with a special focus on women and youth, owing to its firm belief in their potential and right to participate at all decision-making levels, especially in light of the prevailing patriarchal hierarchy in the Palestinian public domain.

Within this context, MIFTAH holds policy development forums and actively participates in advocating sound legislations to overcome the barriers facing marginalized groups within the Palestinian society. During the past sixteen years, MIFTAH has done extensive work aimed at bringing about change in policies and legislations to influence the lives of marginalized groups.

MIFTAH remains dedicated to fostering principles of democracy and effective dialogue based on the free and candid exchange of information and ideas. Further, it seeks to engage local and international public opinion and official circles on the Palestinian cause. To that end, MIFTAH adopts the mechanisms of an active and in-depth dialogue, the free flow of information and ideas, as well as local and international networking.

Thus, MIFTAH works towards its vision from two angles: Through instilling the principles of good governance and democracy MIFTAH contributes to enable the Palestinian society and government to take an active role in building an independent state, equal for all. Further, MIFTAH actively participates in the essential international dialogue and engages local and international public opinion on the Palestinian cause.

Methodology for updating Strategic Document Update (2015-2016)

During the period August and September 2014, MIFTAH's strategic planning document (2012-2016) was reviewed in full consultation, coordination and participation of MIFTAH's Board of Directors, Senior Management, MIFTAH's Youth Social and Political Active Youth Network (hereinafter referred to as the Youth Network), MIFTAH's field coordinators in the West Bank and Gaza Strip (via video conference), and MIFTAH staff. Around three consecutive workshops were conducted in MIFTAH encompassing:

1. Focus groups constructive participatory brainstorming and analysis of the status of the organization given the major developments at the political, social and economic levels. This participatory approach will also be integral to the planning and implementation of programmes.
2. An examination of MIFTAH's mission, vision and strategic objectives to ensure coherence and logical sequence between strategies and programmes.
3. An assessment of the institutional capacities: recommendations were reported in accordance with development needs and priorities. These recommendations were integrated in Section 2: MIFTAH's development plan.
4. Desk review of existing reports, researches and official data was conducted to enrich programming considerations.

Moving from a project-based implementation approach to programme-based planning and implementation approach, MIFTAH has developed a comprehensive programme entitled: Increasing and Strengthening Women's Political Participation in Palestine. The programme was developed in close collaboration with MIFTAH's partners, donors, civil society organizations, international organizations and international experts on CEDAW and UNSCR 1325. Background information about the programme is integrated in this strategic document.

Situation Analysis

The Political Situation

The Israeli occupation continues to dominate all aspects of Palestinian lives to the detriment of the Palestinian people and economy. Since the unilateral withdrawal from Gaza, the Israeli occupation and control over Palestinian lands has taken two distinct forms; one in the Gaza Strip and One in the West Bank.

In Gaza, Israel continues to control all access points to the Strip. This includes land border crossings, the waters and the aerospace. Under this control, the Israeli occupation instituted a complete siege on the Strip controlling the movement of people and goods to and from the Strip. This siege led to the full economic and humanitarian devastation of the Gaza Strip.

In the West Bank, in addition to controlling the international access and movement of people and goods, Israel continues to divide the West Bank into cantons through its internal regime of roadblocks and check points. Aside from access and movement, the Israeli occupation is characterized by its continued expansionist colonial policies in the entire West Bank, and especially, in east Jerusalem.

Further, with the rise of the Israeli segregationists to power in Israel, issues related to the ethnic-cleansing of Palestinian-Israeli Arabs started to be more clearly expressed by Israeli politicians and senior officials. The Israeli view of the issue of “land swap” between a future Palestinian state and Israel began taking a racial shape. Finally, the concept of the “Jewish state”, which ones was cause for equating Zionism with racism in the UN became a principle demand of Israel.

As such, the two-state solution to the conflict has been severely diminished, leading the PLO to cease negotiations until Israel comply with the international demands of ceasing all settlement activities. It further has identified several options in response to the continued expansionist policies of Israel, ultimately leading to the disbanding of the Palestinian National Authority, and the end of a two-state solution to the conflict.

Governance

Challenges to good governance range from the lack of Palestinian governing experience, to the need to build systems of controls ensuring accountability, and the social and economic challenges inhibiting participation. These challenges have always been compounded by the Israeli occupation. Further, following the Hamas forceful takeover of the Gaza Strip, a whole new dimension of challenges were introduced to good governance.

Firstly, the inability to hold elections due to the refusal of Hamas to allow for it is by far the greatest threat to good governance. With elections comes accountability, and the Palestinian public was deprived the opportunity to hold its public officials, both at national and local levels, accountable.

Another major problem is the issue involving the development and application of different legal systems. This is further aggravating the existing challenges in the area of the legal framework and the lack of unified system in the West Bank and Gaza. Additionally, restrictions on civil liberties, in general, and the constant shrinking of the limited rights of women in Gaza, in particular, present a serious threat to some of the advancements of the past decade in these regards.

Beyond these challenges, the government presented a plan to build the Palestinian institutions of a state. While such challenge is immense in itself, it is important that the outcome of this process shall be compatible with the principles of good governance. This includes the principles of participation and inclusiveness. This effort can and should be used to advance such principles in the institutions of governance and in the legislations governing them.

As such, while the challenges are abound, there exist a real opportunity to become a player in the process. In other words, there exists an opportunity to participate in instilling the values of good governance in the institutions of the Palestinian State. Such an opportunity is manifested through the complementarities of the relationship between the government and the civil society.

It is under these circumstances, when the PLC is paralyzed, that the role of MIFTAH, a civil society leader, with other civil society organizations becomes paramount. With the total absence of the PLC's role in oversight, the role of the civil society becomes more important to oversee the work of the government, and to hold it to account. This shows, further, the importance of the relationship where MIFTAH, and other civil society organizations, work to complement the work of the government ensuring maximum possible benefits for the people.

Locations of operation:

MIFTAH operates in areas covering the West Bank (WB) and Gaza Strip (GS) through its core team located in Ramallah, in close coordination with active field coordinators assigned in 8 districts in the West Bank (WB) & Gaza Strip (GS). More precisely, MIFTAH expands its activities to cover the most marginalized areas in the WB and GS including Area C and east Jerusalem. MIFTAH gears its activities to work with youth, women and girls, male and female political activists, male and female community leaders, male and female local council members, Palestinian Legislative Council members, Palestinian political factions, and male and female in community-based organizations and public institutions.

Through its ongoing engagement with regional and international women's peace movement, MIFTAH has also gained credibility and capacity as an organization capable of leading Palestinian women's activism.

Strategic Directions:

MIFTAH is well placed to respond to new development demands and has long advocated for the inclusion of citizens' voices in decision-making processes, with a special emphasis on youth and women.

MIFTAH's plan adopts Results-Based Management Approach (RBMA) to ensure that all of its resources are coherently mobilized to contribute to achieving the desired vision. The Plan is divided into Four Sections: **Section 1** provides the programming considerations, **Section 2** portrays MIFTAH's organizational development plan, **Section 3** defines MIFTAH's monitoring and evaluation consideration and **Section 4** articulates MIFTAH's strategic framework.

Section 1. Programming Consideration

To ensure the long-term character of its programs for wider impact and sustainable results, MIFTAH works to:

1. Empower effective leadership within all components of Palestinian society in order to enhance democracy and good governance and raise public awareness concerning the rights and responsibilities of good citizenship; and
2. Influence policy and legislation to ensure their safeguarding of civil and social rights for all sectors and their adherence to principles of good governance through the Policy Development and Advocacy Program

To that end, MIFTAH's outcomes are pursued using engagement policies, participation and voice guided by local ownership while recognising the value of political, social, civil, economic and cultural rights that track human rights-based approaches as well as national legislations and laws, International commitments and agreements that are based on Human Rights and International Humanitarian Law.

1 Empower effective leadership within all components of Palestinian society to enhance democracy and good governance, and raise public awareness concerning the rights and responsibilities of good citizenship

Women's effective political participation – and their presence in mid and high-level decision-making in institutions designed to advance gender equality and achieve social justice – is a requirement for an independent and stable Palestinian State. To advance to this end, MIFTAH works to achieve the following outcomes:

- 1.1. Potential women and youth political leadership in the West Bank and Gaza Strip are empowered for National Elections
- 1.2. Political and gender-sensitive leadership of female and male local council members are enhanced and women participation increased in decision-making positions
- 1.3. Capacities, skills and knowledge of employees working in women organizations on Inclusive participation, good governance and social change enhanced
- 1.4. Civil society contribution to rule of law and community access to justice and social accountability in the West Bank enhanced

MIFTAH gears its interventions to contribute to resolving Palestinian youth and women political and social underrepresentation which grounds minimal impact in setting the Palestinian political and social development agendas where the political and social interests of youth, including women, remain one way or another negligible. The Palestinian National Development Plan acknowledges that “women are currently underrepresented, particularly in leadership positions in the public and private sectors, and that youth unemployment is disproportionately high”. Hence, MIFTAH's strategy is

aligned with the PNDP in key areas including, among other things, supporting youth and women transformative leadership, creating a stable ground for lobbying at the policy making level and advocating for formulating youth and gender responsive policies. MIFTAH works to amalgamate public, private and civil society's efforts in alliance with the PNDP's priority area "to ensure that women and young people are able to participate fully in the opportunities for self-advancement in a burgeoning economy and an optimistic, progressive society".

Youth and Women Empowerment Program

This program is concerned with developing leadership qualities in women. The focus of the program is on providing leadership training for women to become active community leaders. In addition, the program intends to provide the needed skill development to elected women officials.

Another aspect of the program involves providing specialized awareness campaigns and training aimed at overcoming stereotypes of women in influential circles. This includes providing training for the media on how to be sensitive and constructive in dealing with such issues. Additional training may be developed and provided to politicians, among others.

Beyond the issue of leadership capacity building, the program is concerned with offering women community leaders the opportunity to have access to political circles, providing women with visibility and ensuring that their views are heard.

Activities of the program include building networks, dialogue forums and providing specialized leadership skill training for women and gender-empowerment training to specialized influential groups. In addition the program is a conduit through which women can have more access, visibility and impact on decision makers. The output includes women networks, awareness campaigns material, training material, trained women leaders, and trained men who are influential leaders in gender empowerment. Indicators of achievement include number of trained women leaders and the number of trained influential leaders by governorate.

The empowerment of women and increased economic participation is one of the goals of the International Development Millennium Development Goals. MIFTAH acknowledges the importance of addressing the challenges that hinder the advancement in women's authentic employment opportunities especially given the latest official data provided by the Palestinian Central Bureau of Statistics (PCBS) which show that the model-derived poverty rate until 2011 for the West Bank is 21.3%, while for Gaza Strip is 37.6%¹. The hard economic and security situation reflects negatively on all aspects of Palestinians daily life. Statistics for 2013 also show that unemployment rate among females is 33.5%². The labour force participation rate in the West Bank was

¹ http://www.pcbs.gov.ps/Portals/_PCBS/Downloads/book2015.pdf

² http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_LFSQ42013E.pdf

45.7% and 42.4% in Gaza Strip, the gap in the participation rate between males and females still very big it reached 70.0% for males compared with 18.3% for females³. MIFTAH also understands that discrimination and harassment against women in the workplace has a major impact on women's physical and psychological well-being as well as their ability to participate efficiently in the workforce. This aspiration is in the core of MIFTAH's efforts to increase women's participation and representation in economic participation and decision-making representation, and MIFTAH remains committed to raising the level and quality of advocacy and activity to make it happen.

The program is forged to contribute to increasing the representation of young Palestinian political leaders in decision-making positions, within the political system, and mainly PLO factions. It further intends to boost a culture of dialogue and acceptance of the 'other' within the factions and within the Palestinian political system. Finally, the program intends to raise the awareness of society of the role of young political leadership in the process of change and development and to provide an environment that empowers the youth in the structure of the Palestinian political system.

To achieve these objectives, the focus of the program will be on providing leadership training for the youth to become active community and political leaders. In addition, it will provide the young leaders opportunities for dialogue with political leaders to ensure that their issues are heard, and that they will have a positive impact on decision making. Finally, awareness campaigns will be carried out to facilitate the advancement of youth issues.

Activities of the program include preparing training material and providing specialized leadership skill training. In addition, activities involving dialogue, networking and outreach will be carried out. The output includes training material, trained young leaders, youth networks, town hall material, etc. Indicators of achievement include number of trained young leaders by governorate.

Increasing and Strengthening Women's Political Participation in Palestine Programme

A founding principle of MIFTAH is that Palestinian women are an essential asset in ending the Israeli occupation and building a free and independent Palestinian state. They need support to play more effective public roles by helping create institutions that enshrine the freedom and democratic values that have historically driven Palestinian steadfastness/*sumud*.

To this end, MIFTAH initiated work in July 2014 to develop a programme, "Increasing and Enhancing Women's Political Participation", a five-pillar strategy to take forward its already-influential inputs at the national and local levels, to expand political advocacy

³ http://www.pcbs.gov.ps/portals/_pcbs/PressRelease/Press_En_LFSQ42013E.pdf

efforts at the international level to ensure a unified political discourse on the Palestinian situation that considers and responds to women as well as men.

The programme document grows out of MIFTAH's experience in political participation and is designed to support and expand on interventions already carried out by a wide array of women's and human rights organizations, and political factions in Palestine. MIFTAH aims, through designing this programme, to consolidate its current project activities into a long-term programmatic approach to achieve its strategic goals, namely:

1. Overarching: to interpret and implement the UNSC's women, peace and security agenda in Palestine using SCRs 1325 (2000) up to 2122 (2013), CEDAW's GR 30, the ATT and other relevant tools.
2. Civil society and institutional reform: To put in place effective leadership and skilled women in institutions governing Palestinian society.
3. Civil society and access to justice: To influence policy and legislation to safeguard political, civil and social rights for all sectors.
4. Women and public representation: Through enhancing policy and social dialogue about the effects of social exclusion, including gender inequality, to equip Palestinian women and men to enjoy the rights and responsibilities of active citizenship.
5. Civil society and post-conflict reform and recovery: To enhance women's political participation and political engagement/inclusion in reconciliation efforts, negotiations and political delegations, and high-level national political representation.

Within these five pillars, this long-term program aims to address an array of issues that were identified through a SWOT analysis and focus-group meetings which MIFTAH conducted throughout the oPt in the course of developing the programme. Based on findings made through this process, this initiative will address: 1) the failure to implement the UNSC's WPS agenda in Palestine; 2) the current lack of follow-up with and support of women political leaders who are trying to navigate weakened and exclusionary institutions; 3) the lack of qualified women in leadership positions and the under-representation of women, and especially young women, in most decision-making fora and in the media; 4) the failure to establish a viable succession process to ensure that well-prepared younger women can move into public, including political roles; 5) the lack of organized support for and solidarity with women in leadership from the women's movement; 6) the current inefficiency of efforts to create better networking and cooperation between women's organizations and unions, and political parties and women leaders; 7) the lack of systemic information and statistical records on the levels and nature of women's political participation, including analysis of why women choose not to exercise their right to such participation; 8) poor delivery of justice to women because of gaps in legislations and laws to protect and advance women's rights, and gender blindness in the bylaws and strategic plans of political parties; 9) women's limited use of technology in their political work; 10) ineffectual networking and cooperation between human rights, women rights and youth organizations, both inside the oPt and in the global community; 11) the current absence of women's perspective and inputs into local and international efforts to end the Israeli occupation, and the

corresponding silence around women as political actors with the right to full participation in peace-making and state-building, as called for both in CEDAW and the Security Council's women, peace and security agenda, as initiated in SCR 1325 (2000) and subsequent Resolutions.

Elections Support Program

The implementation of the "Elections Support Programme" aims to promote women's political leadership and gender responsive governance in the occupied Palestinian territory. The major objectives of this programme is to empower female elected local councils' members in local governance to make public policy and allocation patterns responsive to women's human rights and strengthen gender-responsive governance at the local communities' levels.

MIFTAH's election support program is concerned with ensuring the transparency and integrity of the process and the whole system of election, starting from registration, participation and equal access. Further, MIFTAH is keen on playing a role to guarantee a fair election process through election monitoring activities. These include monitoring the media to determine equitable access is provided to all candidates, and monitoring the elections themselves to ensure a free and a fair process.

In addition, the election support program is concerned with ensuring representation of the marginalized, with focus on women and youth, in elected positions at all levels. In this regards, it has two primary components:

1. Education: This component involves "get-out-the-vote" activities for all groups. In addition, it is concerned with activities related to educating community leaders, and through them the general public, on overcoming the stereotyping of women, as leaders.
2. Participation: This component strives to encourage women and other marginalized groups to run for elected offices. It involves activities related to selecting women candidates, at all levels, and in helping them through the election process. Further, it involves awareness campaigns through the media and community level dialogue forums to support women candidates. It also creates women network to share experiences and to encourage their participation.

The output of the activities carried out under these components includes education material and reports on meetings carried out in different settings, awareness campaigns, reports on media and election monitoring. Indicators include number of meetings, number of participants, number of monitors, and number of violations, among others

2 Influence policy and legislation to ensure their safeguarding of civil and social rights for all sectors and their adherence to principles of good governance

As part of its mission, MIFTAH advocates for incorporating civil, political and social rights as well as community-based needs in national policies and legislations. Priority policies include promoting youth and women access to justice in accordance with the national laws, including the Palestinian Basic Law. MIFTAH supports the integration of standards of human rights into all stages of its programmes through addressing the main causes of human rights violations, empowering vulnerable communities to influence policy and legislation to safeguard their civil and social rights, and support initiatives to follow the recommendations of international conventions and treaties such as the United Nations Committee on the Elimination of Discrimination against Women (CEDAW) as well as the UN Security Council Resolution 1325 : Women, Peace and Security. In this respect, MIFTAH follows a “participatory” rights-based approach, focusing on gender and marginalized factions, to ensure that its initiatives and programmes reach all segments of the society, in particular women and youth. Furthermore, MIFTAH expands its efforts to monitor and advocate for measures that should be taken to ensure the institutionalization, implementation and respect for International Humanitarian Law, including by advocating for citizens protection from violations made by the Israeli Occupation in Palestine, especially in area C and East Jerusalem. MIFTAH also calls for the implementation of the Geneva Conventions that are considered as a cornerstone of International Humanitarian Law.

As members of civil society who interact daily with Palestinian institutions, and as an excluded majority in Palestine, women believe they have a responsibility to insert themselves into international debates and to contribute their overlooked perspective to the stalled peace process. To emphasize the relevance of international law to Palestinian women’s struggle to be heard, they are also mapped onto the UN Security Council’s WPS agenda:

1. The issue of **protection** of women in conflict settings is a central focus of the UN’s WPS agenda. Establishing a functioning, people-centred security system is a primary concern of Palestinian civil society, given that women, perhaps more so when they are young, are hurt by all forms of social and political violence resulting both from the occupation, and their leaders’ increasing reliance on militarized ‘security’ in the small parts of the territory that are nominally under their control. So women and young people agree: guaranteeing the security of all Palestinians should be an obligation for the new State and is a crucial element in **preventing** further violence. But they do not agree that further militarization would bring security. They want, and are actively engaged in finding, non-military solutions to insecurity. Such solutions would include the establishment of an independent economy that can employ women and youth as well as men; the neutralization of the threat of armed violence from illegal settlers; freedom of movement and association across all parts of the occupied territory; safety for children; the release of political prisoners; easy access to land, water and

- transport; a solution for refugees. In short, women and youth argue that an end to the prolonged illegal occupation of Palestine is the bedrock of their safety.
2. The WPS agenda also stresses the importance of women's full **participation** in decision-making in public institutions. Palestinian women and youth have long contended that it is not healthy for leadership to be concentrated in the hands of an elite few senior men. To do so increases the risk that decisions will be made behind closed doors, in the best interests of the few, through networking with other male leaders who shape economies and institutions to serve their own purposes, and use violence to achieve their goals. Such state institutions and leadership approaches do not serve civilian needs. The women's movement has also objected to the fact that women who do reach positions of authority find themselves either becoming mouthpieces for male politicians, or being marginalized or excluded.
 3. The WPS agenda also challenges discrimination against women in the legal system, because lack of legal **protection** has a direct impact on their ability to participate in public life. Palestinian women do not gain access to justice because the Israeli occupation makes coherent judicial reform impossible. Patriarchy also plays a role: while the different legal systems operating in different parts of the territory often contradict each other, they are disturbingly similar in their undermining of women's rights
 4. The WPS agenda observes that political and personal violence is most effectively **prevented** when women gain authority as important public figures. Palestinian women, however, are discouraged from expressing political opinions in public media or entering debates; and women journalists are particularly vulnerable to censorship and attack from both male critics and from supporters of Israel who make it their business to discredit any Palestinian voice.
 5. Finally, the WPS agenda aims to challenge women's absence from formal peacemaking. In Palestine, a common element of the long history of failed peace processes is that it has marginalized or completely excluded women, ignoring their voices and opinions. Women know that, unless they themselves overcome this exclusion, no peace process will be fair, representative, or likely to permanently succeed. Women need specific support to ensure their **participation in relief and recovery**, including any new peace efforts. They need to be present and powerful so that their concerns are reflected in the international institutions and agreements to which Palestine is slowly becoming party.

The major aim is to achieve a: "**Better inclusion and representation to create increased peace and security for Palestinians, with a specific focus on women and youth**". This outcome will be realized through achieving the following outputs:

- 2.1. Civil society (including women's and youth movements) supported to shape Palestinian governance processes and institutions to become more accountable, inclusive and effective.

2.2. Laws, bylaws and policies designed to ensure Justice, Security & Equality for various components of Palestinian society.

2.3. The capacity of the national health and social protection actors strengthened to promote women and girls rights to reproductive health and GBV protection and advocate for multi-sectoral response to GBV

2.4. UNSC's women, peace and security agenda in Palestine interpreted and implemented using SCRs 1325 (2000) up to 2122 (2013), CEDAW's GR 30, the ATT and other relevant tools.

2.5. A Higher Council comprised of Palestinian women leaders in senior positions, and men who are proactive supporters of women's involvement is established to create an enabling environment for women's inclusive political participation, including by monitoring and reporting on the advancement of women's status within political parties

2.6. Community mobilization enhanced towards social movements for collective action to work towards equitable society

Policy Formulation, Dialogue, Advocacy, and Networking

This program is intended to initiate interventions at the political, legislative and policy levels, to achieve a more supportive policy environment for reform and democratization, and to ensure the responsiveness and transparency of the decision making processes and their outcomes.

The program was founded with the goal of advancing policies on immediate issues of concern to the Palestinian population in two main areas: Palestinian-Israeli conflict and Palestinian internal affairs. Consequently, MIFTAH facilitates dialogue among main actors (stakeholders and decision makers) on emerging public policy and timely issues, carry out policy researches and papers, and monitor and analyze the government's plans, programs and annual budget to ensure responsiveness to the needs of the different groups of the Palestinian society.

In addition, and as principle functions, MIFTAH will continue to initiate and actively engage in dialogue at all levels to promote positive change and social justice. It strives to utilize networking with all stakeholders and access to the decision makers to influence the decision making and planning processes in the different spheres and sectors.

Indeed, MIFTAH continues its ongoing monitoring, documentation and advocacy efforts in the fields of Gender-Based-Violence (GBV), Gender-Responsive-Budgeting (GRB), and Women, Peace and Security in line with The United Nations Security Council Resolution (UNSCR 1325).

The activities envisaged under this program include, among other activities, defining areas of intervention and specific research needs, carrying out policy research, conducting policy forums, lobbying government officials, conducting media campaigns.

The envisaged outputs include research documents, policy papers, surveys, fact sheets and defined policies and legislations, materials for the policy forums, as well as media campaign material. Indicators include number of policy research studies, number of policy forums, and number of specific legislations and policies adopted, among others. The research is not intended to be carried out by MIFTAH's staff. It is envisaged though that MIFTAH's staff will determine areas of research and recruit a research specialist for each potential research project. MIFTAH's team will effectively participate in media campaigns in the different piloted thematic areas.

Section 2. Organizational Development Plan

Planned Capacity Development activities for MIFTAH consistently link issues and areas not identified with gender equality including political, social and cultural rights. This necessitates developing new strategies to promote gender equality, as well as fostering resilient communities and engaged societies including women and youth in the context of reaching new consensus on human rights, sustainable development, democracy and good governance in Palestine. MIFTAH contributes more toward enhancing democratic values and civic practices, empowering civil society, promoting respect to Human Rights (HR), respect and adherence to International Humanitarian Laws (IHL), and fostering participation and a culture of lawfulness. MIFTAH's capacity development initiatives leverage innovative techniques including social media tools and interactive opportunities to promote dialogue and dissemination of information in relation to violation of HR and IHL at the policy, social and local communities' levels. These also entail working with journalists, journalist students and professionals to foster better journalism practices toward realizing human rights, promote objective media coverage of critical issues, develop innovative media outlets and increase awareness of the importance of free media.

The planned capacity development activities intend to equip MIFTAH with legal and technical tools and facilities to build networks and capacities at the civil society and local levels to support the mobilization and participation of youth in the promotion of human rights and democracy and to equip youth, women and CSOs with tools to use human right approaches to promote equality as well as access to justice for all citizens including youth and women. Through capacity building and technical support on IHL, MIFTAH will contribute to a national and regional respect and adherence to IHL with advocacy and political measures, such as dialogues, statements, and initiatives where MIFTAH's advocacy and dialogues capacities will be strengthened to motivate duty bearers to adhere to laws and legislations and to influence upon the Palestinian Authority and the Israeli occupation to ensure compliance with International Principles of Human Rights and International Humanitarian Laws.

MIFTAH ensures improved capacity to develop and institutionalize a monitoring and evaluation system for enriched management that mainstreams application of HR and IHL procedures in its operational and strategic plans. Moreover, MIFTAH will establish a research system to promote in-house research and training, and inform decision making, policy debates as well as institutional and programmes development. MIFTAH will ensure that relevant information flows easily within the organization and can be promptly accessed by and effectively shared with partners, CSOs, coalitions, community based organizations and localities as well as the government and international organizations. MIFTAH will increase collaboration with CSOs so that human resources, training and expertise may be pooled on an as-needed basis.

Section 3. Monitoring and Evaluation

The annexed Resources Framework includes a summary of the different outcomes that are planned to be realized by MIFTAH. Each outcome includes outputs, baselines, indicators and activities. The targets for each year are maintained in MIFTAH's operational plan and will be used to continuously monitor and evaluate progress made by MIFTAH through by implementing the different programs.

For assessing the work achieved by each unit, a quarterly progress report is prepared by each unit and submitted to MIFTAH's Chief Executive Officer (CEO). These reports are then discussed internally between the CEO and the responsible department/program directors. Based on the targets set for each of the programs, achievements will be assessed, and challenges and problems will be identified and dealt with.

The results-based management in MIFTAH is based on defining strategic goals and specified expected results which contribute to these goals. MIFTAH's annual activity report is reflected based on identified indicators and outcomes for each of the activities under each program ensuring sufficient output monitoring by the board of directors, donors, and other stakeholders.

In addition to these activities, individual projects that are funded by donors may require detailed assessments, as per agreements. Such evaluation will be carried out separately for each project by applying pre- and post-assessment methodology, field visits and continuous site monitoring.

A note on baseline data and impact evaluation

Its mission and strategic objectives, as well as the bulk of its work and activities, position MIFTAH firmly as an NGO working on the level of superstructure (awareness, advocacy, campaigning, policy studies, organizational and political capacity building), not a service NGO (i.e., an NGO offering material services to the public). Hence, the impact of MIFTAH's initiative might be difficult to measure in terms of distinct quantifiable baseline data. It is rather measured through a qualitative evaluation of the different program participants or program aspects prior to intervention which could be used to monitor and track changes later and provide a comparison for assessing program outcomes or impact

Section 4. Results-Based Management Framework

Vision	Impact	Outcomes	Outputs
<p>An independent, democratic and sovereign Palestinian state, which grants Palestinians their basic rights, preserves their freedom and dignity, and enjoys international recognition and respect</p>	<p>Principles of democracy and good governance within various components of Palestinian society promoted and local and international public opinion and official circles are engaged on the Palestinian cause through adopting mechanisms of active and in-depth dialogue, free flow of information and ideas, as well as local and international networking.</p>	<p>1. Effective leadership within all components of Palestinian society empowered to enhance democracy and good governance, and raise public awareness concerning the rights and responsibilities of good citizenship</p>	<p>1.1. Potential women and youth political leadership in the West Bank and Gaza Strip are empowered for National Elections</p> <p>1.2. Political and gender-sensitive leadership of female and male local council members are enhanced and women participation increased in decision-making positions</p> <p>1.3. Capacities, skills and knowledge of employees working in women organizations on Inclusive participation, good governance and social change enhanced</p> <p>1-4. Civil society contribution to rule of law and community access to justice and social accountability in the West Bank enhanced</p>
		<p>2. Policy and legislation influenced to ensure their safeguarding of civil and social rights for all sectors in adherence to principles of good governance</p>	<p>2.1. Civil society (including women’s and youth movements) supported to shape Palestinian governance processes and institutions to become more accountable, inclusive and effective.</p> <p>2.2. Laws, bylaws and policies designed to ensure Justice, Security & Equality for various components of Palestinian society.</p> <p>2.3. The capacity of the national health and social protection actors strengthened to promote women and girls rights to reproductive health and GBV protection and advocate for multi-sectoral response to GBV</p> <p>2.4. UNSC's women, peace and security agenda in Palestine interpreted and implemented using SCRs 1325 (2000) up to 2122 (2013), CEDAW's GR 30, the ATT and other relevant tools.</p> <p>2.5. A Higher Council comprised of Palestinian women leaders in senior positions, and men who are proactive supporters of women’s involvement is established to create an enabling environment for women’s inclusive political participation, including by monitoring and reporting on the advancement of women’s status within political parties</p> <p>2.6. Community mobilization towards social movements for collective action to work towards equitable society enhanced</p>

Outcome 1: Effective leadership within all components of Palestinian society empowered to enhance democracy and good governance, and raise public awareness concerning the rights and responsibilities of good citizenship			
Output 1.1.	Indicators	Means of Verification	Activities
1.1. Potential women and youth political leadership in the West Bank and Gaza Strip are empowered for National Elections	# of training programmes designed and delivered # of workshops, town hall meetings, national gatherings, and conferences per year # of female and # of male trained participants # of shadowing young women participants # of shadowed political leaders participants # Training manual on political system, laws and legislation # of Youth National Gathering # of participants in Youth National Gathering # of recommendations raised in the Youth National Gathering	<ul style="list-style-type: none"> • Contracts with facilitators • Contracts with event venue if applicable • Workshop detailed technical reports including assessment of pre- and post-training and recommendations • Attendance lists prepared in events 	1.1.1. Awareness workshops in WB GS for potential women and youth in WB and GS on active Citizenship, civil and social rights, international conventions and agreements and laws. 1.1.2. Organize 3-day weekend solution for young members of MIFTAH's Youth Network, political leaders and high officials 1.1.3. Organize one Youth National Gathering for 150 participants 1.1.4. Awareness raising seminars for young community activists and potential young leaders, to raise their knowledge on elections law and legislations and community participation. 1.1.5. Capacity development training program in the WB and GS, for women community leaders and potential young women leaders on democratic governance, dialogue and debate, negotiations skills. campaigning and public speaking techniques 1.1.6. Training-of-trainers for potential young leaders in the WB 1.1.7. Informative sessions conducted by trained young leaders organized in national universities 1.1.8. Training manual on political system, laws and legislations 1.1.9. Shadowing opportunities for young women and youth leaders
1.2. Political and gender-sensitive leadership of female and male local council members are enhanced and women participation increased in decision-making positions	# of training programmes designed and delivered # of workshops, town hall meetings, national gatherings, and conferences per year # of female and # of male	<ul style="list-style-type: none"> • Communication memos with MoLG • Contracts with facilitators • Contracts with event venue if applicable • Workshop detailed 	1.2.1. Conduct capacity development program for female and male local council members and potential women leaders on Good governance, Local Government Laws, Regulations, Strategic Urban planning, physical/spatial planning. 1.2.2. Develop exchange programs for women council members and women activists such as international,

	<p>trained participants # of dialogue sessions # of annual gatherings # of meetings with officials</p>	<p>technical reports including pre- and post-assessment</p>	<p>regional and national faculty development seminars; summer work and travel exchanges; internships; professional training programs; and volunteer opportunities. 1.2.3. Conduct meetings with officials including MoLG, CEC, Political leaders and elected local council members, to address women council members concerns and demands 1.2.4. Organize annual gathering between women and men in high decision-making positions 1.2.5. Capacity development programme for elected women on community participation; needs assessment, project management, concepts and proposals writing, budgeting and fund raising tools and instruments.</p>
<p>1.3. Capacities, skills and knowledge of employees working in women organizations on Inclusive participation, good governance and social change enhanced</p>	<p># of curricula on political leadership developed # of staff from women rights organizations trained # of MIFTAH staff become specialized trainers on political participation from HR and IHL Perspectives</p>	<ul style="list-style-type: none"> • Curricula developed • Contracts with trainers • Contracts with event venue if applicable • Training technical reports including pre- and post-assessment • Certificates distributed among trainers 	<p>1.3.1. Develop curricula on leadership programs to enhance the capacities of women organizations and CBOs on women political participation from HR and IHL perspectives within women peace and security agenda 1.3.2. Conduct Specialized Training on women political participation 1.3.3. Certify MIFTAH Cader to become specialized trainers</p>
<p>1.4. Civil society contribution to rule of law and community access to justice and social accountability in the West Bank enhanced</p>	<p># of trained members of Youth Network on using media outlets # of ra'yon akhar editions # of articles published # of radio programmes broadcasted # of public hearing sessions # of female and male participants in the hearing sessions # of recommendations of the hearing sessions # of high officials participate in the public</p>	<ul style="list-style-type: none"> • Contract with training venue • Contract with local newspaper • Contract with Radio stations • Venue for public hearings • Training report • Public hearing report and recommendations • Drawings received • Policy meeting agenda • Policy meeting report • National workshop 	<p>1.4.1. Members of MIFTAH's youth network have advanced capacity, outreach and influence by using media outlets, to contribute to combating corruption and promoting social accountability, focusing on women's access to justice, at the national and local levels. 1.4.2. Awareness among public, including women in marginalized areas, is raised on anti-corruption, social accountability and women's access to justice 1.4.3. Policy recommendations to address the gaps in women's access to security processes and social accountability/anti-corruption factors promoted 1.4.4. Procedures of and services provided by the PCP recommended for reform to respond to the issue of VAW are examined</p>

	hearing sessions # of drawings received # of beneficiary-based studies # of policy meetings # of policy papers published # of national workshops # of participants (male and female) in the national workshop	agenda <ul style="list-style-type: none"> • National workshop attendance list • National workshop report happily luckily 	
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Outcome 2: Policy and legislation influenced to ensure their safeguarding of civil and social rights for all sectors in adherence to principles of good governance			
Output 2.1.	Indicators	Means of verification	Activities
2.1. Civil society (including women's and youth movements) supported to shape Palestinian governance processes and institutions to become more accountable, inclusive and effective.	<ul style="list-style-type: none"> # of research produced # of female and male trained # of training reports # of media specialists and young journalists trained (male and female) # of press releases # of media interviews # of articles developed # of rayon akhar editions produced # of policy meetings # of policy reports 	<ul style="list-style-type: none"> • Contract with consultant for the rapid assessment • Contract with expert to produce training materials • Contract with training/workshop/events venue • Training report including recommendations and pre- and post-assessment • Position papers • Policy papers 	<ul style="list-style-type: none"> 2.1.1. Assessments on citizens' awareness of budgeting and tax law, service satisfaction, citizenship rights and responsibilities 2.1.2 Provision of training on participatory and citizen budgets for civil servants and LGUs. 2.1.3. Provision of training for media specialists, journalists and young journalists representing local press, media departments in CSOs, MIFTAH youth network and MIFTAH media department as well as field coordinators to promote social accountability 2.1.4. Provision of media campaigns at the national level 2.1.5. Revision and analysis laws to identify social gaps and present recommendations. 2.1.6. Provision of social dialogue to promote policy change.
2.2. Laws, bylaws and policies designed to ensure Justice, Security & Equality for various components of Palestinian society	<ul style="list-style-type: none"> # of mapping studies # of cases/information entered in the data base system # of reports produced # of partner organizations # of media releases/programmes # of dialogue # of policy meetings # of policy reports 	<ul style="list-style-type: none"> • Contract with consultants signed • Contract with IT specialist • Reports produced by MIFTAH • Contract with media outlet • Contract with newspaper co. • Contract with policy dialogue venue • Policy papers 	<ul style="list-style-type: none"> 2.2.1. Mapping studies on citizen's rights, with emphasis on women in labor market. 2.2.2. Set up data base system to document and monitor cases. 2.2.3. Produce evidence-based reports 2.2.4. Map the measures being taken by the PNA to advance women, and evaluate their effectiveness and commitment based on CEDAW, UN Resolution 1325 and the Palestinian Bills of Rights. 2.2.5. Review and encourage the amendment of the National Election Law and political programs and bylaws from a gender perspective 2.2.6. Identify and review civic law and labor law from a gender perspective 2.2.7. Provision of lobbying and advocacy through networking, media and policy interventions.
2.3. The capacity of the national health and social protection actors strengthened to promote women and girls rights to reproductive health and GBV	<ul style="list-style-type: none"> # of assessments conducted # of researches produced # of female and male training participants 	<ul style="list-style-type: none"> • Contract with consultant(s) researchers and trainers signed • Capacity building programmes designed • Contract with training 	<ul style="list-style-type: none"> 2.3.1. Assessment of SRHR situation in Palestine with recommendations on action to be taken to advance the promotion and protection of SRHR Local consultant. 2.3.2. Capacity building programmes for human rights organizations in the WB and GS on monitoring violations of SRHR 2.3.3. Provision of advocacy initiatives through documentary reflecting

protection and advocate for multi-sectoral response to GBV	# of training reports # of documentaries # of media (press, TV, radio) releases and interviews	venue signed • Training attendance sheet • Training report • Contract with film producer signed • Media statements drafted	GBV in area C and media coverage.
Output: 2.4. UNSC's women, peace and security agenda in Palestine interpreted and implemented using SCRs 1325 (2000) up to 2122 (2013), CEDAW's GR 30, the ATT and other relevant tools.	# of meetings conducted between national coalition members # of meetings with officials # of female and male trainees	• Contract with consultants/trainers signed • List of 1325 national coalition secretariat members • Draft strategy and action plan • Communication with international and regional coalitions and human rights organizations • Training report including recommendations	2.4.1. Contribute to coordination of Women's National Coalition to prepare joint Shadow Report 2.4.2. Liaise with PNC Ministerial parties responsible for preparation of the official CEDAW Report 2.4.3. Identify other Human Rights bodies to which Shadow Report can be submitted 2.4.4. Develop a three year advocacy strategy and action plan on UNSCR 1325. 2.4.5. Capacity development in negotiation and diplomatic skills, advocacy and presentation skills, for MIFTAH staff and the 1325 Coalition members. 2.4.6. Networking and knowledge exchanges between the Coalition and international and regional coalitions and women rights organizations
Output 2.5. A Higher Council comprised of Palestinian women leaders in senior positions and men who are proactive supporters of women's involvement established to create an enabling environment for women's inclusive political participation, including by monitoring and reporting on the advancement of women's status within political parties	# of council members (female and male) # of international advisors/observers # of meetings organized	• Invitations to join the HC • List of international advisors/observers • Contract with consultant to develop strategy • Minutes of Meetings	2.5.1. Invite qualified and reputable participants from PLC, PLO Executive Committee, Ministries, Student Council, to form HC 2.5.2. Identify international advisors/observers to join HC 2.5.3. Develop internal strategy and action plan for the HC 2.5.4. Hold quarterly meetings (internal) with a clear agenda and follow-up action plans; one meeting to be attended by international advisors/observers

<p>2.6. Community mobilization towards social movements for collective action to work towards equitable society enhanced</p>	<p># of organizations adopting the national coalition strategic plan # of female and male participants in the CSW # of female and male participants in the side event conducted during the convening of CSW # of cases documented # of analytical reports produced # of new partner organizations in network # of seminars # of female and male participants in the seminars # of initiatives supported in 7 districts # of policy meetings # of policy papers # of hearing sessions # of participants in policy meetings # of participants in hearing sessions</p>	<ul style="list-style-type: none"> • Contract with venue to launch NC strategic plan • Communication with WILPF to facilitate CSW visit and side event • Data-base system • Contract with consultant to draft MIFTAH's part in the NGO CEDAW shadow report • Contract with seminars and policy meetings facilitators • Contracts with CBOs to conduct initiatives • Invitations to attend policy meetings • Invitations to attend hearing sessions 	<p>2.6.1. Launch the National Coalition Strategic Plan in close coordination with GUPW and members of the National Coalition for Implementing UNSCR 1325.</p> <p>2.6.2. Conduct a learning and exposure visit for CFTA, MIFTAH and two national coalition members.</p> <p>2.6.3. National conference on Women, Peace and Security</p> <p>2.6.4. Monitoring system to document cases, testimonies and stories of violations against women and girls and generate evidence-based reports.</p> <p>2.6.5. Contribute to drafting NGO CEDAW Shadow report for national and international advocacy.</p> <p>2.6.6. Expand national networks</p> <p>2.6.7. Seminars with community leaders and local coalitions in close coordination with OHCHR and Palestinian Human Rights Organizations (i.e. Al-Haq) focusing on UN and EU mechanisms and provisions of human rights and access to justice in the West Bank.</p> <p>2.6.8. Support UNSCR 1325 coalition initiatives in 7 districts (Jenin, Tulkarm, Nablus, East Jerusalem, Jericho and Jordan Valley and Hebron)</p> <p>2.6.9. Policy meetings on urgent issues related to violence against women with related ministries and the community based organizations.</p> <p>2.6.10. Hearing sessions that aims to monitor the implementation of the strategy of violence against women and the action plan of the High Committee for implementing violence against women in Palestine.</p>
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