



The Palestinian Initiative for the Promotion of Global Dialogue and Democracy
المبادرة الفلسطينية لتعميق الحوار العالمي والديمقراطية

Strategic framework and operational plan 2017-2021

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Table of Contents

1. Introduction.....	2
2. Context	2
3. Policy development priorities	4
4. MIFTAH mission and vision	6
5. Strategic objectives and policy interventions.....	7
6. Program interventions.....	9

1. Introduction

This document presents the strategic framework of the Palestinian Initiative for the Promotion of Global Dialogue and Democracy-MIFTAH for the upcoming five years (2017-2021). It outlines the general policy directions and focus of MIFTAH, its vision and mission, strategic objectives and associated interventions. It also provides some details of the outputs and activities for 2017.

The document was produced by the MIFTAH team with facilitation and coaching from external and national experts. Throughout the course of producing this document, MIFTAH's Board of Trustees (BoT), management and staff also participated at different levels of input. The BoT set the overall direction for the next five years, whereas MIFTAH management and staff translated it into objectives and actions.

2. Context

MIFTAH, as in the case of other Palestinian organizations, operates in a complex environment dictated by a combination of two strategies: one that requires a rapid response to an ongoing crisis and the other which entails systematic interventions aimed at long-term positive change. The challenges are compelling and substantial, something which requires joint efforts by the government, civil society organizations and the public at large.

- Political instability, internal political conflict, and the freezing of the PLC.

The Israeli occupation continues to dominate all aspects of Palestinian life to the detriment of the Palestinian people and economy. Israel continues to besiege the Gaza Strip, which has led to the economic and humanitarian devastation of the Strip. In the West Bank, in addition to controlling international access and movement of people and goods, Israel continues its settlement activities, stealing land and resources, dividing the West Bank into cantons through its internal regime of roadblocks and checkpoints and imposing its occupation polices limiting growth and development.

The political divide between the West Bank and Gaza Strip, which began in July 2007, has created two regimes, resulting in severe repercussions and setbacks internally and externally. At the national level, democracy and the value of circulation of power has diminished. Accountability has retreated (PLC freeze), the legislative process stagnated, resources scattered and diluted, economic and social capital weakened, and good governance greatly diminished. At the international level, the Palestinian issue is being given less importance and is no longer a priority on the international agenda. The Palestinian divide and the lack of a unified consistent approach and discourse targeting the international community have enforced the status quo. As such, the need to invest efforts at the national and international levels is immense, which is where MIFTAH can capitalize on its strengths and contribute significantly towards improving national dialogue and increasing awareness of the Palestinian narrative in the international arena.

- Governance

Challenges to good governance are immense, ranging from accountability, transparency in resource management, policy and decision-making, participation and inclusion, justice and equity, and efficiency and effectiveness of service delivery. These challenges have always been compounded by the Israeli occupation and were exacerbated by Hamas' forceful takeover of the Gaza Strip.

Firstly, the inability to hold elections is by far the greatest threat to good governance. With elections comes accountability, and the Palestinian public has been deprived of the opportunity to hold its public officials accountable, both at the national and local levels. The two different legal systems resulting from the divide have further aggravated the existing challenges in the area of a legal framework and lack of unified systems in the West Bank and Gaza. In addition to these problems, 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 the achievements of the past decade in this regard. Nevertheless, there exists an opportunity to participate in instilling the values of good governance in Palestine through the complementarities of the relationship between the government and the civil society.

Under these circumstances, with the PLC paralyzed and the oversight functions lacking, the role of MIFTAH along with other civil society organizations becomes paramount.

- Women and youth

Women and youth constitute the largest proportion of Palestinian society. Insufficient participation and inclusion in leadership and decision-making severely impacts the ability to mobilize Palestinian resources to their utmost efficiency and effectiveness, limits development opportunities and the power of influence in international politics. Palestinian youth and women's political and economic underrepresentation means their minimal impact in putting forth Palestinian political and economic development efforts. Women are currently underrepresented, particularly in leadership positions in the public and private sectors, while youth unemployment is disproportionately high.

In general, the role of civil society in advancing policy reforms towards women and youth issues has been marginal. Policy development and formulation of proposals concerning women is minimal. Hence, MIFTAH's strategy is aligned towards supporting youth and women's transformative leadership, creating a stable ground for lobbying at the policy making level and advocating for formulating youth and gender responsive policies. There is an opportunity to amalgamate public, private and civil society's efforts in alliance with the national policy development priority of ensuring that women and young people are able to fully participate in the opportunities for self-advancement in a burgeoning economy and an optimistic, progressive society.

3. Policy development priorities

In the coming five years, MIFTAH will focus its resources towards deliver on its mission and objectives in several interlinked policy areas. It will work towards mobilizing support to reform the policy framework to address gender inequalities and violence; to enhance good governance and decision-making towards citizens' rights; to improve the democratization of Palestinian society; to activate internal policy dialogue; and to support women and youth and rejuvenate efforts to enhance global dialogue.

- **Supporting women and youth** to be well prepared to take on political roles and to become involved in political and public spheres
- Enhancing good governance and democracy within Palestinian society, to influence the legislation framework to ensure the **safeguarding of citizens' rights** and the contribution to the **democratization of Palestinian society**, through holding policy meetings with decision makers, as well as through addressing policy recommendations and policy proposals.
- Holding **policy dialogue to enhance multichannel communication** among all sectors of society, including political leaders, government, civil-society organizations, and the private sector, with the view of supporting policy formulation at one level and to follow up on upcoming political issues at the other. This will be carried out by engaging politicians, academics, ministers and decision-makers in open and candid exchanges of information and ideas.
- Promoting **gender equality and equity including protection against gender-based violence** within policy framework; addressing recommendations at different levels including policy and legislative, in addition to governmental and non-governmental organizations, to influence mechanisms and procedures that support **gender justice**.
- **Expansion of networks and alliances** at the local, regional and international levels through MIFTAH's active engagement in different relevant activities carried out by civil society organizations (public meetings, conferences, workshops etc.) at the local, regional and international levels.
- As a member of the AMAN coalition, MIFTAH will advocate towards reinforcing **adherence to the principles of Integrity, Transparency and Accountability (ITA)** in the various Palestinian sectors, with the aim of participating in the building of **a national integrity system**.
- Reactivating the **Media and Information unit (Web site)** to shed light on critical political opinions and increase awareness about the Palestinian narrative, through drafting opinion pieces, political statements, position papers, reports and studies and factsheets to bolster solidarity with the Palestinian cause.
- Contributing in **promoting the Palestinian narrative** at the global level (Global Dialogue) **through** hosting international delegations, conducting briefings and discussion sessions and holding meetings with diplomatic missions.

- Reviving the **Palestinian (national) internal dialogue** on timely political issues

As enablers for success, MIFTAH will **capitalize on its human capital** and build a core team of professionals that carries out the organization's objectives. We will also **increase the role of the Board** of Directors (BoD) as a governing board in high policy discussions and actively engage them in fundraising.

In line with the above policy guidelines, our policy priorities in the next five years will focus on:

(1) Good governance and the role of women and youth

- Ensuring social justice and equality through policy advocacy and lobbying for public priorities and for women and youth;
- Promoting and lobbying for accountability, transparency and integrity in the public system;
- Promoting enlightening and progressive values and principles in solving public problems through active dialogue and the formation of community coalitions and alliances;
- Addressing internal violence through educational institutions;
- Bridging the gap between the government and CSOs on the one hand and between CSOs and the private sector on the other;
- Focusing on the gender dimension in political decisions and discourse;
- Focusing on programs working towards women's economic empowerment in marginalized areas;
- Countering discrimination against women at all levels with a focus on social and political rights;
- Focusing interventions on East Jerusalem and the Gaza Strip;
- Empowering youth to actively participate in internal and international dialogue as well as in the decision making process;
- Enhancing citizenship initiatives towards social and economic interdependence;
- Reviewing laws and legislations in support of women's participation, the local government election law in particular; empowering women to lead changes and push for 30% women participation in political parties;
- Assessing internal laws and legislations and supporting amendments to coincide with signed international agreements through activation of the CSOs role and participation.

(2) The Palestinian narrative and media

- Countering the erosion of and skepticism surrounding the Palestinian narrative in light of the Palestinians' weak political performance by developing and implementing a counter strategy against Israel's intense smear campaigns and distortion;
- Launching intensive educational initiatives locally, regionally and internationally to enhance international dialogue through highlighting the experiences and expertise of women and youth;
- Contributing to consensus building on the political agenda.

4. MIFTAH mission and vision

In embracing MIFTAH's role, we take inspiration from **our vision**:

"A sovereign, independent, democratic, tolerant and inclusive Palestinian state, which grants Palestinians their basic rights, preserves their dignity, and enjoys international recognition and respect"

Our mission

"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."

MIFTAH's mission has two foci: one internal to Palestine (democratization and promotion of good governance), the other external (global dialogue). Within this strategy, MIFTAH seeks to build on the considerable impact it has made regarding the first focus (democratization) and build on previous success in highlighting 'global dialogue'.

Positioning

MIFTAH is positioned as an NGO working at the level of superstructure (awareness, advocacy, campaigning, policy studies, organizational and political capacity building), rather than a service NGO (i.e., an NGO offering material services to the public).

MIFTAH strategy is based on a mixture of competition and collaboration with other NGOs; that is, competition for funds and collaboration on activities. MIFTAH focuses on leadership, information, policy and international relations capitalizing on its distinctive elements:

1. The Board of Directors (BoD) comprises prominent Palestinian figures who are professionals and academics from different backgrounds.
2. MIFTAH's political impartiality has turned it into a well-reputed and well-respected organization. Hence, it provides a safe place.
3. MIFTAH is guided by good governance principles including transparency, accountability, credibility and quality of work.
4. MIFTAH has access to decision makers and hence access to information.

5. Strategic objectives and policy interventions

In pursuing our goals and objectives, we recognize our strengths, weaknesses, opportunities and threats. We will build on our strengths, address weaknesses, capitalize on potential opportunities and develop tactics to mitigate the effects of potential risks.

Our overall goal is to contribute to the building of a democratic State of Palestine. To that end, we will work to achieve two strategic objectives.



1. *To enhance good governance in Palestine*

- Public policies supportive to women, youth and marginalized groups
- Policies and decisions of the government supportive of democracy and freedom of expression
- A government accountable to its constituencies
- A government transparent in its spending
- Women and youth are well represented in policy and decision-making bodies in government and civic institutions

Strategy	Program policy intervention
1. Enhancement of women and youth participation in policy and decision-making (Public sector, local government and civil society organizations)	<ul style="list-style-type: none"> – Empowerment through training and education (training activities and specialized modules) – Support in elections – Networking for focus and impact
2. Policy advocacy and lobbying	<ul style="list-style-type: none"> – Policy dialogue and advocacy on promoting social justice and safeguarding of citizens' rights within public policies.

2. *To strengthen national unity and international awareness of the Palestine narrative*

- Palestinian parties and organizations are in consensus over the Palestinian political agenda and united towards liberation
- The international community (official and non-official) is well aware of the justice and fairness of the Palestinian cause

Strategy	Program policy intervention
1. To enhance the internal political dialogue	<ul style="list-style-type: none"> – Lead dialogue on key political issues – Support dialogue on international agreements concerning the Palestinians – Support consensus on key messages in the Palestinian public discourse
2. To promote the Palestinian narrative as a just and fair cause	<ul style="list-style-type: none"> – Hosting international delegations – Publication of political opinions, facts and figures, Israeli violations of international law

3. *Strategic enabler:*

- ***Maintain good governance and effective management***
- ***Develop MIFTAH's institutional capacity to deliver on its mission and objectives***
 - MIFTAH's governing and managing bodies are result-oriented
 - MIFTAH has the required human resources with the skills needed to deliver on its objectives
 - MIFTAH has the right policies, systems, processes and procedures
 - MIFTAH has the required infrastructure to support its interventions
 - MIFTAH has sustained and operationally sufficient financial capacity

Strategy	Program policy intervention
1. To improve staff capabilities	<ul style="list-style-type: none"> – Skills development and trainings – Morale and incentives system
2. To develop internal systems (planning, MIS, M&E)	<ul style="list-style-type: none"> – Planning, M&E system development – Database improvement – Admin policies and bylaws development
3. To develop internal and external communication (procedures manuals, viability)	<ul style="list-style-type: none"> – Improve internal communication and reporting – Improve external communication and dissemination of information
4. To diversify funding sources	<ul style="list-style-type: none"> – Increase fundraising activities – Increase core funding to enhance program-based implementation
5. Networking with other CSOs	<ul style="list-style-type: none"> – Lead internal dialogue on key critical issues – Implement joint projects

6. Program interventions

The following section presents strategy and policy development interventions and translates them into outputs and actions. The core functions of MIFTAH will be focusing on two main program areas:

- (1) Policy dialogue and good governance
- (2) Palestinian narrative and political dialogue

Strategic objective 1: To enhance good governance in Palestine

Strategy	Performance indicators
1. Enhancement of women and youth participation in policy and decision making (public sector, local government, and civil society organizations)	<ol style="list-style-type: none"> 1. Percentage of women's participation in leadership positions 2. No. of women in local government units, PA and PLO, and CSOs BoDs 3. Policies and decisions in favor of women and youth development
Policy intervention	
Empowerment through training and education (training activities and specialized modules)	
Outputs	Indicators of outputs/Progress markers
<ol style="list-style-type: none"> 1. Mobilizing male "gender defenders" groups in the 5 clusters within the West Bank including east Jerusalem and Gaza Strip 2. Expand side event experience at UN Habitat III on "Gender-sensitive urban development " 3. Enhance networking and sharing experiences on the regional level on gender defenders and women participation in urban planning 4. Enhance youth leadership role and sense of agency towards social and political concerns in the Palestinian Society 5. Specialized training modules on leadership and good governance 6. 25 youth members join the "Youth Network" from the West Bank 7. Three-day youth gathering 8. Toolkit on international conventions and treaties Palestine is committed to with a focused chapter on those related to enhancing 	<ol style="list-style-type: none"> 1. The 13 projects supported by MIFTAH are generating income for the women participants 2. Trained women's capacities have improved regarding training topics 3. Awareness campaign 4. No. of women received at MIFTAH 5. No. of women engaged in policy formulation and dialogue 6. No. of women and youth trained in the leadership and good governance program 7. Toolkit on international conventions and treaties Palestine is in place 8. No. of youth members in the Youth Network 9. No. of youth gatherings during the year

women's political participation; CEDAW, UNSCR1325 and relevant resolutions and treaties

9. Training manual on elections (local and national)
10. 96 Town hall meetings in the governorates to raise awareness on political participation, active citizenship and democracy
11. Awareness campaign- 12 radio program to mobilize public opinion on issues related to democracy and good governance
12. 12 guests hosted by MIFTAH relevant to fields of work in 2017
13. Committee for reforming the Election Law (CEC, MIFTAH, MOLG, Cabinet, PICHR) to enhance women and youth representation
14. National Gathering for MIFTAH-supported women LGU members and women activists to enhance networking and communication and advocacy efforts.
15. Advocating for the realization of the Palestinian Coalition WPS agenda at the regional level.
16. Documentation of HR violations of Palestinian women refugees in Palestine, Jordan and Lebanon
17. Civil servants at the ministries of MOEHE and MOSD are capable of developing inclusive, transparent and participatory budget proposals
18. 60 women in the 13 targeted areas are supported through the implementation of small income generating projects.
19. 13 women LGU members are trained on project management, leadership skills and needs assessment

Activities to outputs of policy intervention

Output 1		Mobilizing male "gender defenders" groups in the 5 clusters within the West Bank including east Jerusalem and Gaza Strip (7 local communities in each cluster)					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Selection of "gender defenders" including men and women activists within " neighborhood committees" in Gaza and LGUs in West Bank in 35 local communities in West Bank and Gaza.	GIZ new project					
2.	Capacity building: organizing five sessions of 3-day " Weekend Solution " workshops targeting 40 male and female gender defenders in each of the clusters		-				
3.	Implementation of the action plans lead by "gender defenders".		-				
4.	9 Higher Education Institutes seminars lead by the "gender defenders"		-				
Output 2		Expand side event experience at UN Habitat III on "Gender-sensitive urban development "					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Conducting 3 orientation workshops for the 21 LGUs in 3 clusters in West Bank	GIZ new project	-	x	x		
Output 3		Enhance networking and sharing experiences on the regional level on gender defenders and women participation in urban planning					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Organize a regional workshop to share the Palestinian experience of "gender defenders" and integration of women in urban planning	GIZ new project	-	x	x		
Output 4		Enhance youth leadership role and sense of agency towards social and political concerns in the Palestinian Society					

No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Continue building the core team of "Leaders of Tomorrow": 10 young leaders show readiness to lead advocacy efforts as young Palestinian ambassadors on the regional and international levels.	APIC	-		X		
2.	Conduct book reviews and discussions for youth to enhance their political awareness and ability to debate	APIC	-				
3.	through a 5 day study tour in Tunisia, where the youth group will learn from an active youth organization "I WATCH" who is leading a remarkable advocacy role to enhance transparency and integrity and combating corruption.	APIC	-		X	X	X
4.	Provide 6 shadowing opportunities to 6 active Youth Network members to shadow 6 political leaders and decision makers in two weeks.	APIC	-	X			
5.	Advocacy initiative on enhancing accountability based on study tour	APIC	-				
Output 5		Specialized training modules on leadership and good governance					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Coordinate with political factions to recruit youth leaders within the factions to attend trainings	APIC	- NA		X		
2.	Outsource experts, MIFTAH's material on good governance and political participation		- Budget for experts		X	X	X
3.	Prepare training material / concept note/proposal – training modules	MIFTAH	- Budget for preparing training material	X			
Output 6		25 youth members join the "Youth Network" from the West Bank					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4

1.	Selection of participants through interviews		- NA	X			
2.	Six-day training using KUMI methodology for social transformation in conflict and participatory strategic planning		- Budget for training		X		
3.	Development of action plan by the 25 participants to be implemented during the year		- NA		X		
4.	Implementation of the action plans		- NA		X	X	X
Output 7		Three-day youth gathering					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Preparation of agenda		- NA			X	
2.	Facilitator recruitment		- Budget for a facilitator			X	
3.	Organizing the gathering		- Budget for the gathering			X	
4.	Reporting		- NA				
Output 8		Toolkit on international conventions and treaties Palestine is committed to with a focused chapter on those related to enhancing women's political participation; CEDAW, UNSCR1325 and relevant resolutions and treaties					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Preparation of toolkit material		- Budget for preparation				
2.	Publication of toolkit		- Budget for publishing				
3.	Conducting informative sessions on the developed guidebook for LGU members in WB and GS		- Budget for session organization	X	X		
Output 9		Training manual on elections (local and national)					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Combining available training material at MIFTAH for potential women and youth candidates; election laws, quota system, electoral lists, electoral programs, electoral media campaigning		- NA	X	X	X	
2.	Publishing of training manual		- Budget for publishing				X

Output 10		96 Town hall meetings in the governorates to raise awareness on political participation, active citizenship and democracy					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Coordination with field coordinators		- NA	X			
2.	Preparation of agenda and material		- NA	X	X	X	X
3.	Town hall meetings in all WBGs governorates		- Budget for meetings				
Output 11		Awareness campaign- 12 radio program to mobilize public opinion on issues related to democracy and good governance					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Coordination with a local FM radio to host the program		- Resources to design the radio program				
2.	Selection of relevant decision-makers and youth to host in the program to discuss issues related to MIFTAH's work		- Transportation and logistics				
3.	Preparation of questions to manage the dialogue		- Agenda for discussions				
Output 12		12 guests hosted by MIFTAH relevant to fields of work in 2017					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Selection of topics of interest		-				
2.	Selecting guests who are relevant to MIFTAH's work		- NA	3	3	3	3
3.	Conducting interviews		- NA				
4.	Publishing interviews on MIFTAH's website		- NA				
Output 13		Committee for reforming the Election Law (CEC, MIFTAH, MOLG, Cabinet, PICHR) to enhance women and youth representation					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Approaching committee partners to build on previous success regarding reforming the election law	GIZ	- NA	X			
2.	Including committee partners in dialogue related to the		- NA	X			

	Elections Law						
3.	Organizing and conducting meetings		- Budget for meetings				
Output 14		National Gathering for MIFTAH-supported women LGU members and women activists to enhance networking and communication and advocacy efforts.					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Preparing agenda for 2 day national Gathering for LGU members to address priority areas		- NA			X	
2.	Preparing logistics		- NA			X	
3.	Holding the National Gathering for LGU female members		- Budget for the National Gathering				X
Output 15		Advocating for the realization of the Palestinian Coalition WPS agenda at the regional level.					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Conduct an evidence based research to enhance Palestinian WPS agenda	Oxfam conflict and fragility	- Budget to commission research	x		x	
2.	Organizing a regional conference which include the participation of women, youth and policy makers		- Budget for conference	x			
3.	Preparing briefs and publications		- Budget for preparation of documents and publications	x			
4.	Dissemination of results of the evidence based position paper by the reconciliation shadow committee on the impact of the political division on women and girls.		-				
Output 16		Documentation of HR violations of Palestinian women refugees in Palestine, Jordan and Lebanon					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Review and finalization of the monitoring tool	Conflict and fragility	- NA				
2.	Consultation meetings with HR organizations		-				
3.	Documentation and data collection process		-				

4.	Dissemination of findings		-				
Output 17		Civil servants at the ministries of MOEHE and MOSD are capable of developing inclusive, transparent and participatory budget proposals					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	24-30 civil servants are supported through coaching and on the job training		-	X			
2.	MOEHE and MOSD are supported to design and publish citizen's budget for 2017-2018			X			
Output 18		60 women in the 13 targeted areas are supported through the implementation of small income-generating projects.					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Implement 13 income-generating projects in targeted areas	MIFTAH & LGU	- A budget to support the establishment of 13 income-generating projects	X	X		
2.	Support selected women to improve management skills for projects		- A budget for meetings, transportation - Recruitment with trainers	X	X		
3.	Train selected women on marketing their products.		- Budget for transportation, hall and stationary - Recruitment with trainers	X			
4.	Organize bazaar for women to market their products.		- A budget for transportation, field visits , hall, printing, stationary and goods	X	X		
5.	Media visibility (short film) campaign to create awareness on women's products		- Budget for posting news & articles on MIFTAH's website and in local newspapers -	X	X		
Output 19		13 women LGU members are trained on project management, leadership skills and needs assessment					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
5.	Training of the local councils members in project management.	MIFTAH	- Budget for transportation, printing, hall and stationary				
6.	Providing technical training to develop their skills in leadership and responsibility		- Budget for transportation, printing, hall and stationary				

7.	Supporting female local members to conduct needs assessment.		- Budget for transportation, printing, hall and stationary - Recruitment of trainers				
8.	Support female local council members to follow up and assist target women to develop their projects.		- Budget for transportation, printing, hall and stationary.				

Strategy		Performance indicators	
2. Policy advocacy and lobbying		1. No. of policies advocated for, endorsed and implemented (public policies in political participation, protection, elections, national budget and social welfare) 2. Percentage of allocated resources in the budget for basic services	
Policy intervention			
Policy dialogue and advocacy on promoting social justice and safeguarding of citizens' rights within public policies.			
Outputs		Indicators of outputs	
1. Policy formulation for ensuring higher representation of women and youth within PLO 2. Policy dialogue on Higher Women Council 3. Policy dialogue on the adoption of local "Election Law" recommendations: quota system, candidacy age, threshold, electoral lists..... 4. Policy dialogue on "Income Tax Law of 2011 and its amendments from a socio-economic justice perspective" 5. Policy dialogue on "women's access to labor market" 6. Policy dialogue with MOEHE on civic education 7. Policy dialogue to adhere local laws in accordance to CEDAW		1. No. of policy proposals produced by area of interest; no. of dialogues conducted with stakeholders 2. No. of workshops organized and implemented to educate and create awareness among relevant civil servants 3. Joint campaigns organized and implemented 4. No. of policy dialogue sessions and outputs produced with the MoEHE and CEDAW and UNSCR	

Activities to outputs of policy intervention

Output 1		Policy formulation for ensuring higher representation of women and youth within PLO		
No	Activity	Responsibility	Resource requirements	Time line

				Q1	Q2	Q3	Q4
6.	Evidence based research- examine the policy gaps that hinders the participation of women and youth in the political and public spheres	EuroMed	-	x	x		
7.	Policy recommendation that will enhance women and youth participation within the political system		-		x		
8.	Policy dialogue to mobilize and connect professionals and activists to come up with practical steps to enhance political participation		-				
9.	Implement advocacy initiative to enhance political participation	EuroMed-New phase	-		x	X	X
Output 2		Policy dialogue on Higher Women Council					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Policy meeting with relevant stakeholders		- Budget for meetings	x			
2.	Preparation of policy papers		- Budget for policy development		x	x	
3.	Advocacy activities for the adoption of recommendations		- Budget for meetings				x
Output 3		Policy dialogue on the adoption of local "Election Law" recommendations: quota system, candidacy age, threshold, electoral lists.....					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
4.	Policy meeting with relevant stakeholders	GIZ new project	- Budget for meetings	x			
5.	Preparation of policy papers		- Budget for policy development		x	x	
6.	Advocacy activities for the adoption of recommendations		- Budget for meetings				x
Output 4		Policy dialogue on "Income Tax Law of 2011 and its amendments from a socio-economic justice perspective"					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Stocktaking analysis on the number of brackets that the current tax law includes to be reflected in a socio-economic justice manner		- Budget for analysis	x			
2.	Policy meeting with relevant stakeholders		- Budget for meetings	x			

3.	Preparation of policy papers		- Budget for development of policy papers	x			
4.	Preparation of position papers		- Budget for development of position papers	x			
5.	Joint advocacy campaign demanding fiscal transparency and increased budget allocation for basic services		- Budget for meetings				
6.	Advocacy activities for the adoption of recommendations		- Budget for meetings	x			
Output 5		Policy dialogue on "women's access to labor market"					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Policy meeting with relevant stakeholders		- Budget for meetings				
2.	Preparation of policy papers		- Budget for policy paper development				
3.	Advocacy activities for the adoption of recommendations		- Budget for meetings				
Output 6		Policy dialogue with MOEHE on civic education					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Review of current curriculum on how it promotes citizenship		-				
2.	Policy meeting with relevant stakeholders		- Budget for meetings				
3.	Preparation of policy papers		- Budget for development of policy papers				
4.	Workshops conducted for MOEHE training and coaching		- Budget for training and coaching				
5.	Advocacy activities for the adoption of recommendations		- Budget for advocacy activities				
Output 7		Policy dialogue to adhere local laws in accordance to CEDAW					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Policy meeting with relevant stakeholders		- Budget for meetings	x			
2.	Preparation of policy papers		- Budget for development of policy papers	x			
3.	Advocacy activities for the adoption of recommendations		- Budget for advocacy activities		x	x	x

Strategic objective 2: To strengthen national unity and international awareness of the Palestinian narrative

Strategy	Performance indicators
1. To enhance the internal political dialogue	1. Consensus on the core, internal, critical and national agenda among key players 2. Consistency of Palestinian positions and public discourse
Policy interventions	
1. Leading dialogue on key political issues 2. Supporting dialogue on international agreements concerning the Palestinians 3. Supporting consensus on key talking-points in the Palestinian public discourse	
Outputs	Indicators of outputs
1. Town hall meetings on the division and reconciliation (In the governorates) 2. Press conference on reconciliation progress following dialogue with government	1. No. of meetings to discuss internal politics 2. Campaigns implemented on civil peace and rule of law

Activities to outputs of policy intervention

Output 1		Town hall meetings on the division and reconciliation (In the governorates)					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Organizing town hall meetings in all WBGS governorates to shed light on the progress of the reconciliation process		- Budget for meetings	X	X	X	X
Output 2		Press conference on reconciliation progress following dialogue with government					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Preparing for press conference		-			X	
2.	Publication and follow up		-				

Strategy	Performance indicators
2. To promote the Palestinian narrative as a just and fair cause	1.No. of meetings conducted with key figures and institutions 2.The presence of the Palestinian cause on the international agenda and in the media 3.International opinion on the Palestinian cause
Policy interventions	
1. Reception of international delegations 2. Publication of political opinions, facts and figures, Israeli violations of international laws 3. Presence in international and regional conferences and forums	
Outputs	Indicators of outputs
1. Consensus on "talking points"- 2. One congressional delegation 3. Factsheet on Cost of division on Youth 4. National conference on updates of final status issues 5. Political statements on detainees, settlements, east Jerusalem, human rights violations...	1. Consistent public discourse and messages 2. No. of congressional meetings 3. No. of factsheets produced and published 4. No. of reports on contentious and pressing topics

Activities to outputs of policy intervention

Output 1		Consensus on "talking points"-					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Preparation of "talking points" proposals		- NA	x			
2.	Policy meeting with decision-makers and representatives from the cabinet, PLO, political parties, MOFA...		- Budget for meetings				
3.	Dissemination of the "talking points"		- NA		x		
4.	Monitoring consistency and ensuring corrective actions		- NA				
Output 2		One congressional delegation					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Setting a plan for attracting delegations		- NA				

2.	Preparing for potential meetings (papers, articles, factsheets)		- Budget for meetings				
3.	Conducting meetings and preparing reports for follow up		- NA				
Output 3		Factsheet on Cost of division on Youth					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Conducting research and preparing drafts for discussions		- Budget for research				
2.	Organizing awareness session to develop factsheet s		- Budget for organizing awareness session				
3.	Publishing and distributing		- Budget for publication				
Output 4		National conference on updates of final status issues					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
4.			- Budget for research				
5.			- Budget for organizing awareness session				
6.			- Budget for publication				
Output 5		Political statements on detainees, settlements, east Jerusalem, human rights violations...					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Preparing position papers on critical issues		- Budget for preparation of papers				
2.	Publishing and disseminating		- Budget for dissemination				

Strategic Enabler: to develop MIFTAH's institutional capacity to deliver on its mission

In order to deliver on the outputs of the two main program areas, MIFTAH will review its organizational set up and reorganize its structure in line with its programs. We will recruit new skilled people to focus on Program Two's outputs and activities. Moreover, we will continuously invest in our staff skills and knowledge, build our internal systems and develop our networking capacity.

Strategy		Performance indicators					
1. Improve staff performance		1. Staff productivity increase 2. The extent to which policy papers can be produced internally 3. Meeting deadlines 4. Client satisfaction					
Policy intervention							
1. Development of skills through training 2. Motivation of staff							
Outputs		Indicators of outputs					
1. Capacity-building program 2. Recreational activities		1. Training program addressing staff skills and knowledge-development are in place and being implemented 2. No. of recreational events 3. Staff satisfaction					
Output 1		Capacity-building program					
No.	Activity	Responsibility	Resource requirements	Timeline			
				Q1	Q2	Q3	Q4
1.	Conducting training needs-assessment of staff based on job analysis and requirements and preparing a training plan	HR	- NA	x			
2.	Designing and delivering training on managing policy dialogue sessions, facilitation and negotiations skills	HR	- Outsourced trainer	x			
3.	Designing and delivering training for technical staff on results-based reporting	Riham	- NA	x			
4.	Designing and delivering training for technical staff on M&E requirements	Riham	- NA	x			
5.	Designing and delivering training on CEDAW		- Outsourced trainer/ volunteer		x		

6.	Designing and delivering training on UNSCR 1325		- Outsourced trainer/ volunteer		x		
7.	Designing and delivering other training based on the staff's needs		- Outsourced trainer/ volunteer				
8.	Recruitment of necessary staff (1 project coordinator for Good governance and 1 promoting political dialogue)		- Budget for additional staff				
9.	Procurement of necessary equipment (2 laptops with dock station, 1 overhead projector for field work)		- Budget for equipment				
Output 2		Recreational activities					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Assessing options for recreational events and activities in consultation with staff		- NA		x		
2.	Organizing quarterly events for staff gatherings		- Budget for recreational events	x	x	x	x
3.	Organizing annual retreat for staff		- Budget for retreat				x

Strategy	Performance indicators
2. Development of internal systems (planning, MIS, M&E)	1. Quantity and quality of functioning systems 2. Efficiency evaluation
Policy intervention	
1. Planning, M&E system development 2. Database improvement 3. Admin policies and bylaws development 4. Development of internal and external communication (procedures, manuals, viability)	
Outputs	Indicators of outputs
1. Procedures manual 2. A functioning database 3. Communication plan	1. Operational manual is developed and operational 2. The database is inclusive and user-friendly 3. Communication lines are clear 4. Communication plan with clients and target groups is in place
Output 1	Procedures manual

No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Defining scope of work for operational manual development		- NA				
2.	Recruiting an expert to develop manual		- Budget for expert fees				
3.	Training staff on how to use it		- Included				
4.	Put it in effect		- NA				
Output 2		A functioning database					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Assessing current database and define gaps		- Budget for hiring expert				
2.	Developing information requirements		- Expert				
3.	Developing specifications for the database		- Expert				
4.	Testing it		- Included				
5.	Putting it in use		- NA				
Output 3		Communication plan					
No	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Assessing communication gaps		- NA				
2.	Developing a plan for internal communications and reporting		- NA				
3.	Developing a plan for external communication		- NA				

Strategy	Performance indicators
3. Diversify funding sources	1. % of operational sufficiency 2. % of internal fundraising 3. Medium term budget sufficiency 4. No. of donors

Policy intervention							
1. Increase fundraising activities 2. Adopt program-based proposals							
Outputs				Indicators of outputs			
1. Fundraising plan 2. Program-based proposals				1. A fundraising plan is in place targeting several sources with focus on internal sources 2. A program budget is developed and being implemented			
Output 1		Fundraising plan					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Assessing funding requirements and sources		- NA				
2.	Defining potential internal fundraising sources		- NA				
3.	Developing a plan		- NA				
Output 2		Program-based proposals and funding					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Developing and linking interventions, based on strategy		- NA				
2.	Developing project proposals in line with a program		- NA				
3.	Defining programs and searching for program funding (core funding from various sources)		- NA				

Strategy		Performance indicators	
4. Build network and coalition with other CSOs		1. No. of CSOs with MIFTAH on a common agenda	
Policy intervention			
1. Leading internal dialogue on key critical issues 2. Implementing joint projects			

Outputs		Indicators of outputs					
1. Joint agenda for intervention 2. Joint project implementation		1. No. of joint projects implemented					
Output 1 and 2		Joint agenda for intervention Joint project implementation					
No.	Activity	Responsibility	Resource requirements	Time line			
				Q1	Q2	Q3	Q4
1.	Mapping relevant CSOs and developing interaction plan		- NA				
2.	Conducting meetings with the parties with most potential		- NA				
3.	Agreeing on a common agenda		- NA				
4.	Identifying joint projects		- NA				
5.	Raising funds		- NA				
4.	Implementing and assessing performance		- NA				