

For Concerted Action

WATC Strategy

2009-2011

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Part 1: The Organisational Direction

The Women's Affairs Technical Committee (WATC) is a coalition of women's organisations and a group of professional women experts in women's issues. The coalition confirms the rights of the Palestinian people, namely; the right of return, self-determination and the establishment of a Palestinian state with Jerusalem as its capital, as decided by consecutive National Councils. The Women's Affairs Technical Committee strives for the empowerment of women to play a sociopolitical role with the aim of achieving social justice in accordance with the Declaration of Independence document in 1988, and the basic law of the Palestinian National Authority.

1.1 Vision

A democratic Palestinian society that does not discriminate between men and women

There are different types of political, social, cultural and economic marginalisation faced by Palestinian women, as well as a multitude of governmental and non-governmental women's institutions operating in various areas to empower women socially, economically, culturally and politically. In light of this, the Women's Affairs Technical Committee sees that the potential to achieve concrete results in diminishing the marginalisation of women lies in activating women's role in the struggle for independence and in the creation of legislation and women's programmes based on the needs and priorities of women. These must be efficiently managed, based on extensive participation and volunteerism focusing on the Palestinian cultural heritage and national struggle, with integrity and transparency.

1.2 Mission

WATC seeks to develop and unify the discourse of women's institutions within the framework of the principles of the Declaration of Independence and the Declaration of Palestinian Women's Rights.

Consisting of a group of organisations affiliated to secular and democratic political parties active both at the grassroots and leadership levels, WATC perceives itself as being responsible for providing a forum for the development of the Palestinian women's discourse and building the capacity of women's organisations and committees to enable them to develop a Palestinian women's discourse capable of facing the various forms of discrimination against women.

1.3 Values and Beliefs

The Board of Directors, along with members of the General Assembly, as well as the staff of WATC, are committed to abiding by the values which are considered necessary to achieve the aspirations of WATC. WATC aspires to achieve the values through its members which include the following values:

1. **Participation and Partnership:** Promotion of extensive participation of women and their institutions in WATC policies and programmes,

enhancement of feedback mechanisms in work, and consolidation of relations with women at the grass root level in all communities. Furthermore, participation means the provision of genuine knowledge and information to all women in Palestinian Society, as well as the empowerment of women in communicating their issues of concern, and working on strengthening partnerships with the communities as well as with all the institutions which believe in and work for the elimination of all forms of discrimination against women.

2. **Heritage and National Struggle:** Strengthening and emphasising the role of Palestinian women in the national struggle, at the social, economic and political levels, and the institution of the rights of the Palestinian people and pluralism. Respect for the history of the Palestinian national struggle and its rich heritage. Respect for the particularity of the Palestinian people.
3. **Creativity and Critical Thinking:** Promotion of creativity and critical thinking, for the purpose of affecting social and cultural change through the preservation of the social spirit and values. This will be done through a focus on the positive aspects of Palestinian values and the reduction of the negative aspects, which limit and marginalise women. It will also be done through the promotion of participation, benefiting from lessons learnt from local initiatives and reviewing experiences from other countries. In addition, WATC renounces violence and intolerance that limits creativity and cripples critical thinking and progress.
4. **Volunteerism:** Volunteerism is one of the most important privileges of civil action. This is not limited to the role of the Board of Directors, but also includes all members of the WATC General Assembly. In addition, this aspect involves the promotion of volunteerism on a national level. WATC programmes will work on the recruitment of supporters and volunteers from the different sectors of the Palestinian people.
5. **Human Rights:** Within the framework of the Basic Law, which seeks to eliminate discrimination against women and individuals, WATC will work to develop beliefs in relation to human rights for all. WATC will support the initiatives of all institutions which advocate for the rights of various groups, irrespective of the targeted group, as well as international initiatives which promote human rights at a global level.
6. **Integrity:** WATC believes that the civil and governmental institutions will not be able to achieve their noble objectives without taking into account the overall system of integrity. Integrity signifies transparency and accountability. WATC will develop administrative and financial procedures in coherence with the highest standards of transparency, and establish a system for dissemination of information for WATC programmes, developing planning and reporting processes for accountability purposes.

Part 2: General Context

2.1 The Political Context

The current phase of the history of the Palestinian people witnessed the Palestinian elections in January 2006 as one of the most important tools for democracy. The results of the elections led to an increase in the number of women in the Legislative Council to 13% of the total seats. This was as a result of the achievements of the women's movement in obtaining a quota that granted 20% of the half of the legislative seats which are elected by proportional representation. However, in spite of these positive results of the elections in increasing the representation women, its transparency and integrity, the events which followed the election did not allow these women to practice their role in the Council. This is due to the economic, political, social, and judicial situations having been acutely degraded as a result of the international blockade of the Palestinian people, and the arrests by the Israeli occupying forces of the members of the Legislative Council and some ministers. This has interrupted the work of the Council, and therefore any discussion of the laws as well as the work of the various ministries.

The Israeli government seized the opportunity of the Palestinian internal conflict and adopted a policy to further increase the rift between the Palestinian factions, enforcing closure and separation between the West Bank and Gaza Strip, which resulted in further deterioration in the political and economic situation, especially in Gaza, which is accentuated by the closure of all exits from the Strip.

2.2 The Economic Context

Pressure has accumulated during this phase on the economic and developmental situation in an unprecedented manner, along with a state of siege on the new government. Most development programmes which were implemented by the government and some international institutions were stopped. This has resulted in the further deterioration of the economic situation.

Official statistics show that unemployment in the first quarter of the year 2006 reached 25.3% in the Palestinian Territories; 21.4% in the West Bank and 34.1% in the Gaza Strip. As for the refugees, who comprise two thirds of the population, unemployment rates rose to 28.3% among refugees and 25.3% for non refugees.¹

The poverty rate among households in the Palestinian Territories during the second quarter of 2006 reached about 65.8%; 87.7% in the Gaza Strip, and 54.6% in the West Bank. It is estimated that 55.6% of families in the Palestinian Territories suffer from extreme poverty: 79.8% in the Gaza Strip, and 43.2% in the West Bank.²

A recently published survey indicates that about 65% of people in the Occupied Palestinian Territories live below the poverty line because of the international embargo. The poverty rate rose to 65% in August from 50% in March. Furthermore, about 38% live in extreme poverty, which is identified by the survey as a monthly income of less than one thousand shekels (\$228) for one household. In addition, 4 out of every 10 Palestinians live below the poverty line, estimated at \$2.10 per capita per

¹ جهاز الإحصاء المركزي – مسح القوى العاملة – حزيران 2006
² جهاز الإحصاء المركزي – مسح القوى العاملة – حزيران 2006

day. The number of poor people has increased from about 600,000 in 1999 to about 1,600,000 by the end of 2005. Another study published by the Palestinian Centre for Human Rights draws attention to the possibility of rising poverty in the Palestinian areas to more than 74% if current conditions prevail. The United Nations estimates that three out of four Palestinians would be obliged to live on less than \$1 per day, in addition to the expectation that half of them will become unemployed within two years.³

The intensity of the economic crisis increased as some donors stopped their assistance to Palestinian non-governmental organizations, therefore contributing to the interruption of several services provided by some community-based organizations. Furthermore, the international embargo negatively affected all sectors, and thousands of Palestinians, especially youth, are looking for ways to emigrate. The private sector was also affected; private investments are at risk, with estimated losses of about 12 million dollars in 2006. In addition, Israel has withheld the funds and tax revenues of the Palestinian Authority, which worsened the economic crisis and further increased its intensity.

2.3 Palestinian Women's Issues

In order to fully describe the situation of Palestinian women and their reality one has to address the general context of the social and economic life of the Palestinian Society. Subject matters related to women's issues can be briefly summarised in six main pillars as follows:

First Pillar: Women and Politics

Women face several obstacles to their political participation and decision-making position which are as follows:

1. Palestinian Elections Law: this law does not give satisfactory opportunity for women to participate in the election, especially considering that this system reinforces tribalism.
2. Prevailing customs and culture: the Palestinian community still perceives women as unable to take the lead in political positions, by virtue of tradition and culture which promotes the role of men.
3. The political desire: there is an absence of a real political will within the National Authority and the political parties to encourage women to participate in the arena of national political life. The number of women nominated by political parties is very low.

The Palestinian women's movement has focused its efforts on a national campaign to increase women's participation at the national political level as follows:

- Lobbying for changes to the Palestinian Election Law to enforce equity between men and women and impose positive discrimination for women, which had the positive effect of bringing about the decision to institute a quota for women, with the following results:
 1. Women gained 17.5% of the local council seats during the different phases of the elections. Women's participation in the elections reached 47% of the total voters.

³الشرق الأدنى للاستشارات – مسح نسب الفقر بعد تولي حماس السلطة – حزيران 2006

2. Women gained 13% of Legislative Councils seats, as a result of the quota law applying to the proportional representation which comprises 50% of all seats, whereas no women won in the district seats, which represent the other 50% of the Legislative Council seats.

Second Pillar: Women and Legislation

Laws and legislation are crucial for the position of women in any society. If these laws are based on human rights and equity for men and women, women will be able to hold an appropriate position in the society. In the Palestinian society, the laws and legislation allow for discrimination against women. The freezing of participation in the Legislative Council led to an inability to take the right decisions due to the imprisonment of several of its members.

In any case, in spite of the fact that the Basic Palestinian Law and several other laws put forward by the Palestinian Authority endorse the principle of equality between men and women, these laws are not enforced (such as labour law, public service and retirement laws) and problems are still pertinent in relation to several laws, such as:

- **Personal Status Law:** The present law is based on discrimination against women, and deters women from enjoying their rights in the family on an equal basis with men (the right to choose a partner, decision of age of marriage, right to alimony, custody of children, right to divorce, and inheritance). In the absence of a family law which ensures equal rights for women, the men are further empowered to dominate women entirely. All efforts to change the prevailing law went in vain in view of the inactivity of the Legislative Council and absence of a political will to institute a new law.
- **Penalty Law:** Several penalty laws are still applicable in the Palestinian Territories. The Jordanian Law is applied in the West Bank, and the Egyptian law number 74 of the year 1936 is applied in the Gaza Strip. These laws fall behind the social development in Palestine, and do not guarantee the protection of women from the various crimes committed against them. There has no consideration of a change to the penalty law since the second legislative elections in the beginning of the year 2006, in view of the internal Palestinian division.

Third Pillar: Women and Poverty

During the past 7 years, Palestinian society in general, and Palestinian women in particular, have suffered from poverty. During the year 2006, 29.8% of the families that were headed by women were not able to meet the basic needs of their families for food, clothing, education and health.⁴ Poverty among women is due to the lack of economic and social opportunities due to the lack of possession, inheritance, and social security. Subsequently, women's ability to access the market for employment opportunities has been reduced and the phenomena of poverty among women has spread.

⁴ الجهاز المركزي للإحصاء الفلسطيني، مؤشرات النوع الاجتماعي الرئيسية، كانون الثاني 2006، رام الله، فلسطين.

Fourth Pillar: Women and Work

Current economic and political structures do not allow the just participation of women. In spite of the fact that women contribute to the national economy through paid and unpaid work, they are not represented in economic and political decision-making positions. Furthermore, women face difficulties at the social level due to traditions which limit their enjoyment of the fundamental rights to property and inheritance along with other economic and political rights. This further negatively affects women's access to paid work and increases poverty among them, as men control most economic resources. This is despite the coming into force of the new Palestinian Labour Law, which is more sensitive to the needs and rights of women. The following are some indicators which demonstrate these conclusions:

- Women's share of the gross domestic product is \$385.5, while the men's share is \$412.8.
- Only 13.6% of women occupy high level management positions in governmental, non-governmental and private organisations.
- Women's share of bank loans does not exceed 11%.
- Around 11 – 13 % of women workers are paid, and most of them are not protected by any laws.
- There is a clear inequality between the pay of women and men occupying the same positions, with an estimated pay gap of 66.2% in West Bank, and 81.3% in the Gaza Strip.

Fifth Pillar: Women and Education

In general, statistics related to education as well as enrollment rates in Palestinian schools are considered high in relationship to other developing countries. However, statistics about women's education show a lack of equal access to education and training opportunities for women in comparison to men. Nevertheless, it is worth noting the considerable improvement in female enrolment rates since the 1990s, especially in elementary and secondary grades. As a matter of fact, female enrolment rate in elementary grades has reached 91.9% in 2001/2002 from 88.1% in 1996/1997.⁵ It has also increased for secondary grade from 38.7% in 1996/1997 to 51.1% in 2001/2002,⁶ and to 75.7% in 2004.⁷

The decline in enrolment ratios in secondary grades calls for shedding light on a serious phenomenon that threatens women in particular and society in general. This requires focusing attention on dropout ratios in secondary grades, which reached 3.6% in 2005/2006.⁸ The leading cause of school dropout is marriage, along with reasons related to the deteriorating security and economic conditions due to the Israeli occupation. Early marriage deprives girls of their right to complete their education. Every girl dropping out of school is a woman entering early into her reproductive role with only the slightest readiness, at the same time moving further from participating in the labour force, not being qualified enough to enter the labour market. Therefore, she becomes more susceptible to poverty, particularly when she becomes the sole breadwinner of her family for one reason or another.

⁵ Palestinian Central Bureau of Statistics (PCBS), Gender statistics, 2006

⁶ Palestinian Central Bureau of Statistics (PCBS), Men and Women in Palestine, Trends and Statistics, Second edition, 2003

⁷ Palestinian Central Bureau of Statistics (PCBS), Gender statistics, 2006

⁸ Palestinian Central Bureau of Statistics (PCBS), Men and Women in Palestine, Trends and Statistics, Second edition, 2003

On the other hand, female enrolment rates in higher education have improved significantly over the past few years. In 2001/2002, the percentage of students enrolled in higher education reached 24.3% (24.7% for males and 23.8% for females), in comparison to 17.2% (19.1% for males and 15.2% for females) in 1996/1997. This ratio continued to improve in 2004/2005 to reach 32.4% for males and 36.6% for females.⁹ However, this improvement and rise in the number of women enrolled in universities does not necessarily indicate their abundant representation in certain disciplines, as the number of women enrolled in science and technology-based programmes tends to decrease while it increases in social services, health, teacher training and art programmes in both universities and community colleges. As a matter of fact, women represent more than one half of the total number of students enrolled in those disciplines, whereas they represent only 1.6% of the total number of students enrolled in engineering disciplines and professions. Perhaps this trend and the choice of specialisation is the product of social values related to women's work, the difficulties they face in accessing the market and their limited options, along with women's search to secure jobs that accommodate their traditional role at home and that also correspond to society's expectations. Illiteracy rates are still high among women, as around 12% of women in the Palestinian Territories do not know how to read and write.¹⁰

The main problem lies in the traditions and cultural direction of women's education at the application stage. For in spite of the important improvement which has occurred in the educational curricula for both elementary and secondary levels in improving the role of women and respect of the society for her position, still, educational policies at the application stage are discriminatory towards women.

Sixth Pillar: Women and Health

The Palestinian health services have historically been weak due to the challenges imposed by the Israeli occupation, coupled with the financial difficulties faced by the health sector in general. These challenges hindered Palestinians from benefiting fully from the available services and severely limited some curative and preventive techniques. According to data published in April 2005 by the Women's Centre for Legal Aid and Counseling entitled 'The Health of Palestinian Women during the Second Intifada',¹¹ many difficulties face Palestinian women when accessing health services, resulting from Israeli military incursions, closures and curfews, confiscation of Palestinian land, demolition of houses and construction of the separation wall, thereby affecting the state of their health. In some villages affected by the separation wall, 49.4% of girls get married at the age of 18, of which 46.9% get married to their first or second cousins. The building of the separation wall will lead to an increase in marriages between cousins, which is considered the leading cause of genetic anomalies, while genetic diseases are a major cause of death among infants in Palestine. Moreover, these women cannot access institutions working on the empowerment of women due to the isolation of their place of residence.

⁹ Palestinian Central Bureau of Statistics (PCBS), Gender statistics, 2006

¹⁰ Palestinian Central Bureau of Statistics (PCBS), Men and Women in Palestine, Trends and Statistics, Second edition, 2005

¹¹ Women's Centre for Legal Aid and Counseling, the Health of Palestinian Women during the Second Intifada, May 2005.

During the years 2006 and 2007 a deterioration in the health services provided for women was witnessed, due to the closures of the Territories. Several women were not allowed to reach health facilities to deliver their babies, and several of them died at check-points, particularly in the Gaza Strip.

At the political level, one of the main causes affecting women's health is the absence or the inefficiency of the policies to upgrade an official social and healthcare system for women, especially in several rural areas which lack services for women, teenage girls, and menopausal women.

Seventh Pillar: Women and Violence

Palestinian women suffer from all forms of violence, whether political, social, or economic. Women are subjected to violence from the Israeli occupation forces, their own families and the community at large. Women suffer from all forms of violence; verbal, physical and sexual violence in all the Palestinian governorates. A study by the Palestinian Central Bureau of Statistics indicates in its survey of family violence for the years 2005 and 2006 that around two thirds of all married women have been subjected to psychological violence, and almost one quarter of them were also subjected to physical violence by their spouse. It is also noted that there is a higher percentage of married women who were subjected to violence in the West Bank than in the Gaza Strip.¹² It is also worth noting that there has been a recent rise in killings targeting women, as in 2007, 35 cases were documented in Gaza falsely classified as "honour killing", where in reality they have been performed for other reasons.¹³

The absence of specialised units within the Palestinian police to handle cases of violence against women, and the insufficiencies of safe houses for battered women who face harsh conditions, as well as the limitations of outreach and community awareness programmes, will not help in reducing this phenomenon. Several studies, women's institutions and activists emphasise that violence against women will stop only when legislation and laws aimed at reducing violence against women are adopted. In addition, the adoption of policies to address the structural causes of violence, such as political, economic and cultural forces, are required.

2.4 Women, Civil Organisations and their Efficiency

Women's Committees: Women's Committees are part of national political democratic parties which abide by the Declaration of Independence document, and aim at enforcing change in the patterns of women's organisations' work, based on community work and mobilisation of the masses to work on the development of women and their participation in the political process and reaching decision-making levels. In addition, they work on affecting positive change within their political parties as well as lobbying for their parties' adoption of women's issues and defence of them. In addition, women's committees work with their grassroots bases in order to build local women leaders in their communities, and strive to empower women economically and socially to endure the current critical economic situation as well as their marginalisation. They also work on building networks for social services for women to solve problems faced which impede their participation.

Non-Governmental Organisations (NGOs): Services and activities provided by research centres specialised in women's issues compromise the major part of non-

¹² Palestinian Central Bureau of Statistics (PCBS), Household Violence Survey, 2005/2006.

¹³ Information obtained from the Women's Affairs Technical Committee.

governmental work on women's issues. They resemble the programmes of WATC, and evolve around four themes as follows (see Appendix 3):

- Awareness-raising among women, and youth, on health, education and community issues.
- Raising women's awareness of their civic rights and rights to political participation.
- Empowerment of women and young leaders and stimulating their participation in political and developmental activities.
- Organising media activities, lobbying and advocacy with decision-makers and the Palestinian Legislative Council.

There exist several women's organisations with a widespread presence in Palestine, fighting for women's issues and rights, however there are still some organisations which compete with each other. This competition is sometimes due to funding, and prevents them from attaining the objectives of empowering women, and does not reflect positively on the women's movement and the feminist discourse. It is also noted that the increased number of organisations which rely on emergency programmes marginalise genuine development work through their women's programmes. Furthermore, they utilise religious discourse in facing the democratic, secular work for women.

Part 3: Historical Background of WATC

3.1 An Overview of WATC

The Women's Affairs Technical Committee was established in Jerusalem in 1992 as one of the technical committees. Technical committees were formed to support teams negotiating towards peace, and to prepare the infrastructure to establish the basis for a future Palestinian state. WATC was established in order to ensure the integration of gender issues in all the preparations underway and to guarantee actual partnership between men and women for the advancement of the peace process and the building of the future institutions of the Palestinian state according to the contents of the Declaration of Independence (1988) which stressed the principle of equality between Palestinians regardless of sex, religion, or ethnicity, with the aim of unifying all women's efforts and those supporting the peace process. Therefore, WATC was established in its early days from women's committees which were supportive of the peace process (Association of Women's Committees for Social Work, Palestinian Federation of Women's Action Committees and the Union of Palestinian Women's Work Committees) in addition to women's centres (Women's Studies Centre and Women's Affairs Centre), and professional women working together to build a diverse and democratic society which respects human rights, where all people live in dignity and security, free of all forms of discrimination on the basis of religion, colour or sex. WATC seeks to develop the role of Palestinian women in society through capacity-building programmes and their empowerment in decision-making positions and in the political and development processes.

WATC succeeded in increasing women's participation in the technical committees (environment, education, media), and worked actively in reviewing the legislation relevant to women's rights in order to start drafting laws based on the contents of the independence document (1988) and participate in the reprioritisation of the women's

agenda to adapt to the political changes and contribute in putting forward the principles of the Declaration of Women's Rights (the document issued in 1994 by the General Union of Palestinian Women).

After the establishment of the Palestinian Authority in 1994, the negotiating committees were changed to ministries, and the Women's Affairs Technical Committee proposed to the late President Yasser Arafat to establish a Women's Affairs Ministry. Unfortunately, this request did not meet approval; therefore, the Board of Trustees held a series of meetings to discuss the continuity of the work of WATC and worked on putting forward the vision, the mission, and objectives which WATC aims at fulfilling. This was decided, in view of the convinced need of the women's movement for a coalition which defends the rights of women and strives for a democratic society. These meetings concluded that there was a need for a women's coalition open for all women's committees and centres which would share its vision and mission to become a unifying coalition for women's efforts for equal rights for women in the Palestinian society and to achieve partnership in decision-making and the building of the society.

In view of the above, three women's committees joined WATC along with a number of women's centres and professional women. This was an essential phase in the history of the Palestinian women's movement, signifying the birth of a broad women's coalition capable of meeting the aspirations of Palestinian women after national independence and promoting women's role in the Palestinian society which is a suitable response to her suffering and steadfastness during the past decades. This is a coalition which strives for a democratic civil society with just laws and legislation, free of all forms of discrimination.

In 1996, the first three-year strategy for WATC was put forward for the development of women's participation in the political process through the arrangement of a large scale campaign to assist women in attaining decision-making positions (e.g. in Legislative Council elections) and to increase their representation in public jobs and their participation in drafting new laws which ensure women's political and civil rights. WATC has made an exceptional effort in capacity-building and empowering women's committees, because the committees are the liaison with masses of women at grassroots level. Through its programmes and projects in cooperation with the women's committees, WATC sought to reactivate women at the grassroots level and to build local leaders who are active in their communities, through its various training programmes, implementing several lobbying campaigns for equal rights and reaching remote rural areas with their work (e.g. 'Sanabel Project: for the Empowerment of Rural Women').

WATC has been working through its main office in Ramallah, and another in Gaza, as a coordinating body for the women's committees working for women's rights. WATC has built a large network on national, regional, and international levels, and participated in most of the international conventions on women's issues and human rights.

3.2 WATC Programmes in a Political and Economic Framework:

Since its establishment, WATC has been implementing a series of programmes and projects emerging from the political, economic and social realities of Palestinians. The most important programmes are as follows:

- 1. Lobbying and Advocacy:** This programme was launched with the establishment of WATC and continues up until the preparation of this report. It has included a series of activities aimed at introducing amendments or proposing new articles in Palestinian legislation that are relevant to human rights. Through coordinating and networking with other human rights and women's organizations, WATC has worked on a set of laws on issues such as elections, education, family, marital status, civil status law and the basic law.
- 2. Empowerment :** Since 1995, WATC has been working on capacity-building for Palestinian women mainly focused in two directions. The first direction is to focus on women in general and seeks to empower them professionally and at the decision-making level. The second direction is to target rural women living in disadvantaged communities. In its Sanabel Project, WATC supports rural women through training and awareness activities. The training component includes various subject areas including formulation of leaders, women's rights, networking and administrative skills. It also includes the provision of economic support to women as well as infrastructural development for women organisations and groups.
- 3. Young Leaders:** This programme was established in 1997 and primarily aims at empowering and supporting women as well as empowering youth in general to participate in lobbying and advocacy campaigns. The programme provides a series of trainings for youth from both sexes.
- 4. Media and Community Awareness:** WATC started working in media and awareness-raising in 1994, a programme which was later institutionalised and developed in 1996. This programme aims generally at achieving community awareness of Palestinian women's rights along with participation in campaigns organised by WATC. The coalition organises its media campaigns using various tools including visual media, radio programmes and newsletters. The programme targets a wide range of ages and social and political groups.

3.3 WATC's Key Milestone Stages

In the absence of a Palestinian state, political parties and NGOs played a fundamental role in the political and socio-economic arenas. A clearly articulated bond between the social and national agendas emerged with the launching of the women's committees as early as 1978. These committees were affiliated with Palestinian political factions, and had a strong grassroots presence linking political mobilisation with a participatory and empowering approach to social and health services, kindergartens and income-generating projects in underprivileged areas. Since the establishment of WATC in 1992, the institutional development and strategies can be understood as constituting seven key milestone stages that not only shaped its essence

and purpose, but also geared its future direction as a coalition representing women’s committees, organisations and individuals as denoted in Figure 1 below:

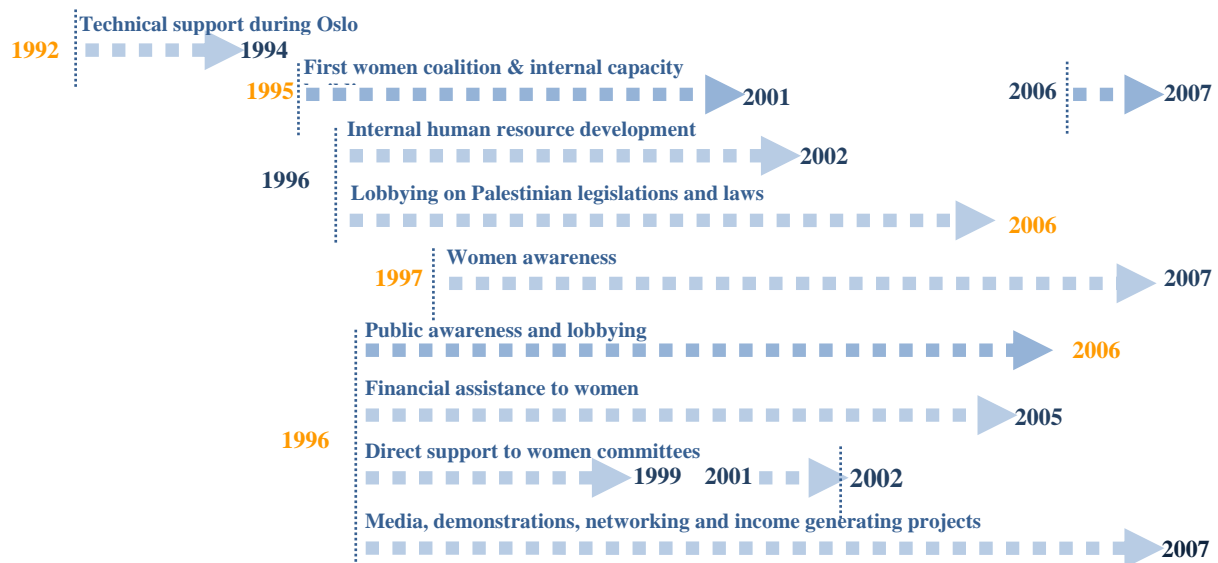


Figure 1: Key milestone stages in WATC’s institutional development

Milestone 1 (1992-1995): Women’s Affairs Technical Committee supporting the formulation of the Palestinian Authority

With the Palestinian-Israeli Oslo peace negotiations beginning in 1992 and the establishment of the Palestinian National Authority (PNA), technical committees were formed for the preparation of the various technical sectors. Unfortunately, women were left out of this political development, which will decide the future of independence in the West Bank and Gaza Strip, and the various technical teams (health, education, economy, etc.) participating in the negotiations did not include any women. Therefore, integration of gender issues at the stage of developing the Palestinian State was not taken into consideration. With this in mind, the Women’s Affairs Technical Committee was established to include three women’s committees as well as independent women. This cooperation was a crucial step for establishing infrastructure for the future Palestinian state with aim of integrating gender issues into all preparatory works for the peace process.

The major achievement was the critique of the Basic Law of the emerging National Authority. This critique was done by the Palestinian women’s organisations because it did not mention equality between men and women. In fear of further marginalisation in any future Palestinian entity, and eager to present their vision of the future state, WATC, in cooperation with the General Union of Palestinian Women (GUPW) and human rights NGOs, created an umbrella organisation in January 1994 to produce the Jerusalem Declaration to be presented to the PNA for inclusion in the constitution. The document aimed at “canceling out the laws that discriminate against women, guaranteeing the rights of women in the political, economic, social and educational spheres, and their equality in front of the law...” It also demanded “that the state of Palestine comply with international women’s laws”. Although the Jerusalem Declaration was presented to the PNA in December 1994, demanding equal rights for

women in the law in all spheres of life, its formulation excluded some women's organisations that were against the Oslo peace process, who refused to participate in anything linked to the PNA.

Milestone 2 (1995): The first coalition of women committees and NGOs

After the establishment of the PNA in 1994, all the Technical Committees which participated in the peace negotiations merged into Palestinian ministries, with the exception of WATC. The political environment at that time did not allow for the formulation of a Palestinian Ministry of Women, compelling WATC to develop into a coalition of non-governmental women's groups. Even though WATC did not become an official organ within the PA, several ministries included gender departments.

Milestone 3 (1995-1996): Developing WATC and its legal institutionalisation

During this period, the main focus of WATC was to institutionalise its structure and build its capacity to start operating. Until 1996, only political groups or individuals positive to the Oslo process were members of WATC, but as the coalition became an NGO, and as a result of its success, another three women's committees affiliated with political parties have joined. The Board of Directors led the coalition to move towards a more decisive milestone where it focused its activities on building democracy and gender policies and working on Palestinian laws.

Milestone 4 (1996-2000): Building democracy, working on gender policies and laws

This stage of WATC's work was intensely linked to nationwide efforts towards building a Palestinian state. The political developments which transpired in Palestinian society following the Oslo agreements and the partial transfer of power to the PNA encouraged the Palestinian women's movement in general, and WATC in particular, to develop new ways and strategies to address the de-facto and de-jure gender inequalities in Palestinian Society. During this period, WATC implemented a project entitled 'Palestinian Women and the Electoral Process', with the objective of enhancing women's participation in public life. Although the project had aimed at achieving 30% female representation on the Palestinian Legislative Council and only 5 women (5.7%) were elected, the experience was pronounced a success. It will be remembered, as commented by some Board members that were interviewed, "for having offered many required skills, techniques and information that satisfied the participating women's needs and encouraged a number of them to participate in the elections as candidates."

In January 1996, the first Palestinian elections, for an 88 seat Legislative Council, took place. The election of the first PLC further raised the hopes of Palestinian women of achieving women's human rights through the adoption of laws and legislation based on equality, non-discrimination and respect for human rights. It became obvious that the building of a new Palestinian society required the active involvement and participation of all sectors of the community. This had to include women contributing to laying the foundation for legislation based on respect for human rights, justice and equality as an expression of the interests and the will of the Palestinian people. WATC focused its activities on lobbying for gender-related

policies and legislation and the training of women in specific leadership and communication skills, gender awareness and their rights. WATC's strategies also focused on direct support (e.g. building kindergartens and computer centres and provision of equipment, as well as direct training) to their member women's committees affiliated to political parties.

Milestone 5 (2000-2004): The Intifada: Incorporating emergency and relief services into WATC's programmes

During the Intifada, the legislative process receded as the PLC had difficulties convening. However, the PLC's technical committees continued to meet, and as a consequence, WATC continued its lobbying activities. During this period, the Social Security Law was discussed in the PLC and WATC was able to activate its networks to advocate for a more gender-sensitive law. On the other hand, the main challenge of WATC's work lay in its activities at grassroots level and WATC's focus shifted towards a more 'emergency' approach to help women deal with the political, health and economic effects on their families of this dire time. In addition to holding meetings and training courses on the importance of gender equality in legislation, WATC offered courses on crisis management, first aid and psychological support to help women.

Milestone 6 (2004-2006): Reform initiatives and promoting women leaders to participate in elections

In spite of the deterioration at the political level, a debate on democracy and reform overwhelmed Palestinian society. The need to build a state and its governmental institutions on the basis of democratisation and good governance had emerged. WATC considered this transitional period important in preparing for a democratic state where women's rights are considered at the different levels, especially in reform initiatives and in filling decision-making positions. Therefore, activities focused more on the creation of women leaders to participate in the local council elections. In the phased local council elections of 2004 and 2005 as well as the 2006 elections for the PLC, WATC strategies focused on increasing women's political participation, with a strong focus on strengthening the capabilities of potential candidates through workshops and training sessions. Amendments to the election laws that provided quotas for women also encouraged more women to stand as candidates.

Milestone 7 (2006): PLC elections and the winning of Hamas

The 25th January 2006 elections to the Palestinian Legislative Council embodied substantial improvements in democratic practices compared with the 2005 presidential elections. They further promoted the culture and practice of democracy among Palestinians. However, the winning of a large majority in the new Palestinian parliament by the Islamic movement Hamas had a direct impact on the current and future strategies of WATC. According to interviews with members of the Board of Directors, lobbying on legislation and policies is very difficult and some laws, such as the family law, will not be suitable for discussion at this stage since women's initiatives to change the law will be greatly hindered by the radical Islamist majority in the PLC. Although WATC in its 2006-2008 strategic plan states that it will

continue its previous strategies as before, less focus will be spent on lobbying for legislation at this stage.

Part 4: Factors Affecting WATC

Based on WATC's experience and that of its leadership over the past decade, a group of factors which must be taken into account when formulating goals and strategies have been identified. These factors are related to WATC's vision, mission and its structure as a coalition consisting of women committees, women institutions and a group of activists advocating for women's rights.

External factors

1. One of the main challenges for the integration of women into the development process and building a development concept which aims at transforming gender dynamics in society is the tendency to separate gender topics from the overall context of development projects. However, the dramatic increase in poverty and unemployment rates and the shift of funding towards relief programmes and emergency assistance to overcome the trend of poverty in Palestine has negative effects on the overall level of development potential in the future. This could limit the capabilities of women to integrate gender perspectives into society. The direction of institutions towards job creation programmes and the distribution of aid in cash and in kind could lead to the suspension of internal capacity-building initiatives. This will also limit the progress of women's organisations towards developing concepts and methodologies based on research and experience.
2. The internal political instability, Israeli measures of closures and restrictions on movement and the ability of workers in institutions to access marginalised areas result in reliance on the initiatives of local social activists and community-based organisations. This reduces the operating expenses when implementing programmes and improves follow-up mechanisms and transparency. However, it will require building the capacity of local women leaders and grassroots institutions in various areas.

Internal factors

The experience of WATC in the past ten years reveals the following:

1. **The importance of sustainable funding:** Some donors stopped their support to WATC pending changes both internally and externally. This has led to confining WATC's activities to small and short-term programmes. While WATC programmes grew and expanded, funding for its projects narrowed down. This, in consequence, has forced the organisation to recruit only a small group of employees. Given the current political and economic instability in Palestine, it is necessary for WATC to enjoy a state of financial stability to be able to continue facing the challenges that threaten the Palestinian women's movement. Financial stability is also necessary for the consolidation and integration of resources used for many of the programmes and projects. WATC's transition towards strategic planning is subject to the availability of central support. This was proven

practical by WATC's experiences in 2006 and 2007 as the majority of the organised activities were those funded by donors with the exception of the Ford Foundation and Women's Learning Partnership grants, which provided support for building the capacity of the institution and ensuring its sustainability.

2. **The importance of availability of specialised human resources for WATC's work:** The capacity-building process within women's institutions and internally to WATC was not carried out, due to the lack of human and financial resources. A number of vacant positions remained and many financial and technical requirements were not met. The provision of a centralised budget to build its human resources will help to strengthen the capacity of the organisation at all levels and will shift programmes from being scattered across many areas to the strategic planning level, which focuses on capacity-building for WATC members and ensures sustainability and the evolution of activities in support of women and disadvantaged groups in rural and remote areas.

3. **The importance of WATC representation as a coalition of women's organisations:** The importance of WATC lies in the fact that it is a coalition representing women's organisations with strong a impact and ability to access different places and levels. The development of the women's movement cannot be achieved without an institutionalised coalition, a role which can be performed by WATC. Also, WATC's team played an important role in winning the support of parties and decision-makers around women's issues because its members emanate from these parties. WATC is also able to empower women at the political level through the training of local leaders. However, WATC also needs a period in which it shifts toward a programme-based approach and initiates programmes that lift women's discourse to higher levels.

Part 5: Objectives and Strategies

This section puts forward strategic objectives, strategies, key activities and performance indicators.

First Objective: Promoting establishment of Palestinian policies which do not discriminate between men and women¹⁴

Strategy: The creation of specialised coalitions from women's committees to network with institutions concerned with women's rights and the facilitation of their work in designing campaigns, monitoring achievements and contributing to the implementation of some activities related to campaigning, especially in the media and lobbying of decision-makers. This includes conducting specialised studies and organising and hosting the various meetings of these committees that will work on revising laws, budgets and Palestinian development plans.

Table 1: outputs and activities of the first objective

Outputs	Main activities
1.1. The existence of specialised committees between institutions that work collaboratively and systematically on the amendments to formal policies and laws.	1.1.1 Monitoring forms of discrimination in public, non-governmental and private sector policies
	1.1.2 Recruitment of institutions that are concerned with priority cases
	1.1.3 Hosting and facilitating meetings of the committees
1.2 Advocacy and lobbying campaigns with the participation of leaders from all institutions. The messages and lobbying campaigns reach decision-makers.	1.2.1 Conducting specialised studies
	1.2.2 Facilitating the planning process for the campaigns
	1.2.3 Participating in the execution of the campaigns
	1.2.4 Monitoring and evaluation of campaigns

Table 2 presents performance indicators for the first objective and its outputs

Table 2: performance indicators for the first objective and its outputs

Indicators related to the first objective	Outputs	Indicators related to the outputs of the first objective
The number of amended articles in laws and by-laws that discriminate between men and women and the number of articles that have been added to eliminate	The existence of specialised committees between institutions that work collaboratively and systematically on the amendments	The number of committees that have been formed represent all concerned parties and the of the parties participate in the meetings on a

¹⁴ They include law, by-laws, plans, programmes, and various administrative procedures.

discrimination		regular basis Participating members in the various committees are convinced of the importance of the committee and their agreement about its mission and vision
The number of institutional procedures or items in the plans, programmes and methodologies that have been deleted or modified for the benefit of women	Advocacy and lobbying campaigns with the participation of leaders from all institutions. The messages of these campaigns reach decision makers	The existence of plans for campaigns based on the reports of policy analysis and agreed upon among all parties so that they include a plan for every campaign at least, problem analysis (the subject of the campaign), the target audience, messages, performance indicators, a plan of activities and the responsibilities of committee members The target groups of the campaigns indicate their conviction in the messages of the campaign and their willingness to support the fulfillment of the mission from their location

Second Objective: Enhancing the capacity of women to claim their rights at the family and community level

Strategy: Developing the work methodologies and the human resources of women's institutions that work at the national and local levels in women's economic, political or social empowerment. This includes the development of training and awareness curricula, training of trainers and women's organisation in local structures.

Table 3: Outputs and activities of the second objective

Outputs	Main activities
1.1 Documenting and developing models used in women's empowerment programmes and their integration into the work of institutions that aim at empowering women	1.1.1 Review and evaluate the models used in women's empowerment locally, regionally and internationally
	1.1.2 Preparation of curricula agreed upon by the concerned institutions
	1.1.3 Training of staff in women's

	institutions
1.2 Creation of leaders and active women's groups in the field of women's empowerment at the local and governorate levels that are also supportive of women's initiatives at the national level	1.2.1 Leadership training for women's institutions and groups in Palestinian communities
	1.2.2 Coordinating the efforts of organisations and women leaders at the governorate level and linking these with the various national initiatives

Table 4: performance indicators for the second objective and its outputs

Indicators related to the second objective	Outputs	Indicators related to the outputs of the second objective
Increase in the percentage of participating women demonstrating knowledge, attitudes and demands for their rights at the household level.	Documenting and developing models used in women's empowerment programmes and their integration into the work of institutions that aim at empowering women	The number of developed curricula that will enable women to draw on the lessons learned from the work of local and international institutions and used by the trained staff in women's institutions
		The directors and leadership of institutions aimed at empowering women refer to the importance of models developed in improving the work of their organisation and their performance
Reports of institutions aimed at the empowerment of women indicate significant progress in women's awareness of their rights	Formulation of leaders and active women's groups in the field of women's empowerment at the local and governorate levels that are also supportive of women's initiatives at the national level	The number of initiatives undertaken by local women leaders and women's groups, which enabled them or contributed in supporting women's initiatives at the national level
		The leadership and women's associations at the governorate level are working to maintain the level of coordination and hold/attend not less than 12 meetings a month to address issues specific to women at the governorate

		and national levels. Members point out the importance of this coordinating body in improving programmes for the empowerment of women
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Third Objective: Community awareness of the rights of Palestinian women in all locations

Strategy: Mobilisation of media, private, public and non-governmental organizations to support women’s issues and the development of methodologies and institutional programmes for public and community awareness about women’s rights and issues as well as the organisation of public awareness campaigns

Table 5: Outputs and activities of the third objective

Outputs	Main activities
1.1 The existence of a media group from governmental, non-governmental and private institutions which has information on and positive attitudes in support of women’s rights and uses media tools in this direction	1.1.1 Organising meetings and discussion for the technical and administrative media group in media organisations and for the awareness group in the institutions that deal with community awareness of women’s rights.
	1.1.2 The formation of a national media body addressing women’s issues and supportive of women’s rights
	1.1.3 The organisation of a annual media competition for young journalists
	1.1.4 The organisation of campaigns for collecting signatures from the public to support women’s rights
1.2 Audio-visual and written media organisations organise regular programmes dealing with issues of Palestinian women and these programmes affect the public	1.2.1 Organisation of a radio programme
	1.2.2 Organisation of a TV programme
	1.2.3 Organisation of a radio programme ‘Sawt Al Nisa’
	1.2.4 Regular issuance of publication
	1.2.5 Publishing regular newsletters and updating the website

Table 6 presents performance indicators for the third objective and its outputs.

Table 6: performance indicators for the third objective and its outputs

Indicators related to the third objective	Outputs	Indicators related to the outputs of the third objective
Significant increase in the percentage of male supporters of women's rights by governorate and by type of profession	The existence of a group of media professionals from governmental, non-governmental and private institutions that has information and directives to support women's rights and uses the available tools in this direction	The percentage of change in media group trends toward supporting women's rights and the percentage of media professionals who have conducted media initiatives in their workplace supporting women's rights
	Audio-visual and written media organisations organise regular programmes dealing with issues of Palestinian women and these programmes affect the public	Percentage of the increase in the number of individuals who hear, read or watch media programmes and the percentage of individuals satisfied with the quality of these media programmes

Fourth Objective: Enhancing WATC's effectiveness and efficiency to ensure institutional sustainability and the achievement of its objectives

Strategy: Capacity-building of women's organisations affiliated to WATC which constitute the main body for governance of the organisation, as well as capacity-building of human resources for the mission and vision of WATC, and establishing systems that ensure proper monitoring of programmes, improve joint learning mechanisms and guarantee transparency in financial and administrative procedures.

Table 7 presents performance indicators for the fourth objective and its outputs

Table 7: performance indicators for the fourth objective and its outputs

Outputs	Main activities
1.1 Member organisations of the coalition are working on programmes and activities in coherence with WATC's vision and are capable of ensuring sustainability	1.1.1 Periodic review of the Declaration of Palestinian Women's Rights in cooperation with leaders from women's organisations at the national and governorate levels
	1.1.2 Facilitating the process of strategic planning to be coherent with the Declaration of Palestinian Women's Rights
	1.1.3 Managerial and technical training for leaders and employees of member organisations of WATC

	1.1.4 Advocacy campaigns to raise funds for the member organisations of WATC
1.2 WATC's human resources have the professional and intellectual capacities as well as a suitable internal environment to enable them to achieve their objectives	1.2.1 Annual assessment of training needs based on the job performance evaluation
	1.2.2 Technical and administrative training for employees
	1.2.3 The provision of equipment and an appropriate workplace suited to the nature of WATC's work at the headquarters and in the districts
3.1 WATC's governance and structural references enable the review and development of the work of the organisation based on high standards of accountability and transparency	3.1.1 Annual performance review of the organisation by the Board of Directors
	3.1.2 The development of an information system, and reporting on the performance of WATC staff
	3.1.3 An internal and external periodic review and evaluation of WATC's interventions

Table 8 presents performance indicators for the fourth objective and its outputs

Table 8: performance indicators for the fourth objective and its outputs

Indicators related to the fourth objective	Outputs	Indicators related to the outputs of the fourth objective
1.1 An increased rate of community support for national women's institutions affiliated to WATC	Member organisations of the coalition are working on programmes and activities coherent with WATC's vision and are capable of ensuring their sustainability	An increase in programmes and activities of women's institutions affiliated to WATC that are designed to empower women, and which operate within the framework of a strategy consistent with Declaration of Palestinian Women's Rights
WATC's annual reports include quantitative and qualitative indicators of the achievement of annual objectives as well as the satisfaction of partner institutions and donors regarding institutional performance	WATC's human resources have the professional and intellectual capacities as well as an internal environment that enables them to achieve their performance objectives efficiently and	An increased rate of employees' job satisfaction in terms of the internal work environment. The percentage of women's organisations affiliated to WATC satisfied with the capacities, qualifications

	effectively.	and professional approach of WATC employees
	WATC's governance and structural references enable the review and development of the work of the organisation based on high standards of accountability and transparency	<p>Regular meetings of the Board of Directors according to the establishment by-laws with an attendance rate exceeding two thirds in each meeting. Decisions are taken based on reports presenting an analysis based on technical, financial and administrative indicators</p> <p>The number of Board members who participate in WATC's activities, especially advocacy campaigns, funding and local and international networking</p>

Part Six: Strategy Implementation Framework

The strategy ‘**For Concerted Action**’, reformulates WATC’s orientations as pillars, and its direction for the next five years. This is the first key step in WATC’s organisational development process towards achieving its vision and mission. This strategy constitutes a means for communication, cooperation and networking with local and international institutions which deal with women’s issues. To ensure the achievement of the strategic objectives, a series of internal steps which aim at preparing the internal environment and the human resources capable of planning to implement the strategy are required, as detailed below:

6.1 Discussion of the pillars of the current strategy with the General Assembly and the institutions working on women’s issues and the leadership of women’s committees

In order to circulate this strategy among institutions dealing with women’s issues, it is crucial to implement a range of activities as follows:

1. Organising a meeting of the General Assembly to discuss WATC’s main strategic pillars.
2. Organising a workshop with institutions dealing with women’s issues, including those affiliated to and members of WATC, in order to discuss WATC’s main strategic pillars publicly, circulate the strategy among institutions and reduce duplication.

6.2 Adopting an organisational structure consistent with the new strategy

To implement its programmes effectively and in a manner consistent with the framework of this strategy, WATC should adopt a new organisational structure. This requires the following:

- Organising a meeting of the Board of Directors to discuss the proposed organisational structure and approve it.
- The reorganisation of the current human resources to fit with the newly approved organisational structure.
- The recruitment of new staff to fill vacant positions within the newly approved organisational structure.

6.3 Recruiting for and/or capacity-building of WATC’s human resources, especially in the area of lobbying and advocacy, research and development, and fundraising

In order to implement the strategy efficiently and effectively, a number of key positions should be filled. Allocating qualified staff for senior management positions is considered the first step in the implementation process. Within this context, there are three key positions for which new staff should be recruited or the capacity of existing human resources should be enhanced. These functions are the following: Advocacy and Lobbying, Research and Development, and Fundraising. Other required positions can be filled later at the beginning of the annual planning process, immediately after the approval of the new organisational structure.

First Function: Advocacy and Lobbying

This function is considered the base WATC's work and a series of tasks and responsibilities in networking, advocacy and lobbying campaigns are assigned to this function. This function aims at achieving two interlinked strategic objectives (the first and third objectives) as follows:

- Establishing ongoing relationships with women's institutions and committees, community activists and networks, as well as with the public, private and political institutions, especially those related to the media, which influence women's issues.
- The publication and dissemination of proposals and messages targeted at decision-makers to change existing conditions related to policies and development programmes that affect Palestinian women.

Second Function: Research and Development

For this function, there are a series of tasks and responsibilities in applying development models and assessing the needs of women. This position requires functions relating to the following performance objectives:

- Provision of information and detailed studies in a professional manner about the reality, policies, programmes, plans and development approaches which concern Palestinian women, in order to be used by WATC, its leadership, its member organisations and advocacy groups.
- Documenting applied developmental models used in women's empowerment locally, regionally and internationally as well as enhancing these models to be utilised in targeted locations and in the interventions of women's organisations, and advocacy and lobbying campaigns with the aim of influencing policies related to women's issues.

Third Function: Fundraising

This function entails the following tasks and responsibilities:

- Developing WATC's relations as well as those of its member institutions with local, regional and international donors.
- Proposal writing consistent with the forms and approaches required by donor organisations.
- Reflecting WATC's mission and its scope of work, as well as that of its member organisations, to donor organisations and those interested in the work of WATC locally and internationally.

6.4 Formulation of detailed annual plans

WATC will initiate an annual planning process within the framework of this strategy. This, will be done through a series of actions stemming from the values set by WATC's leadership. The planning process will start during the last month of each year through the following steps:

1. Evaluation of programmes, activities, achievements and obstacles in the internal and external environment through a series of workshops and reports in cooperation with concerned stakeholders.
2. Revision of institutional commitments towards projects, and contracts signed for implementing projects, and identifying available financial resources.

3. Identification of annual objectives, outputs and activities with the participation of concerned stakeholders.
4. Development of detailed plans indicating inputs and costs required according to strategic goals and annual objectives.

Part Seven: Work Plan 2009-2011

The planning process at WATC relies on foundations which identify the components of programmes, projects and annual plans. These foundations are as follows:

1. Vision, mission, objectives and strategy defined by the Board of Directors.
2. Variables in the political and social arena.
3. Availability of funding or opportunities for funding secured by WATC.
4. Lessons learnt from previous programmes and projects implemented by WATC or other institutions.

The work plan is the tool for fulfilling the strategy and it includes all projects and activities which will be implemented by WATC for a duration of three years. This plan will be reviewed at the end of every year and altered according to the aforementioned foundations.

7. Table of Activities

The first strategic objective: Developing policies which do not differentiate between men and women

1.1 First Result: activation of the Declaration of Women’s Rights as the reference for all stakeholders concerned with women's issues at a regional and national level.

1.2 Second Result: Lobbying and advocacy for integration of gender into laws, charters, and plans of ministries especially the Ministry of Education, Ministry of Health, and Ministry of Social Affairs.

A.M (Advocacy manager), L.E.M (local empowerment manager), T.C (training coordinator), L&S.R (Legal and Social researcher), M.C (media coordinator), C.C (campaigning coordinator), A&F. M (Administrative and financial manager), E&M .C (Evaluation and monitoring coordinator), C.B .M (Capacity Building Manager).

Outputs	Activities	Responsibility	Year 2009	Year 2010	Year 2011
1.1.1 an active central committee for women's coalitions and frameworks to follow up on regional committees' implementation of women's rights document and	Coordinate for periodic meetings at district level regarding women's rights document	A. M and L.E.M			
	Host a committee from coalitions and organizations for reviewing	A. M			

coordinate with the General Union of Palestinian Women	document items				
	Conduct 30 introductory workshops for concerned organizations in governorates regarding the document	L.E.M	15 workshops	15 workshops	
2.1.1 periodic revision to assess organizations' commitment towards the document	Annual report reflecting progress indicators and commitment to achieve document's goals	L&S.R			
	Organize a conference for women for document revision	A.M			
1.2.1 activate and host committees for follow-up on Penal Code, Family Law, and Forum to fight Violence against Women	Workshops on Family Law, Penal Code, and Family Protection Law in light of the Palestinian Women's bill of Rights	C.C&L.E.M	5 workshops	5 workshops	
	Facilitate the process of drafting work plan for organizations concerned with Family Law and Penal Code	A.M			
	Support the work plan of the committees of Penal Code, Family Law, and the Forum to fight violence against Women	A.M			

1.2.2 mobilization and advocacy campaigns on Family Law and Penal Code	a survey on discrimination in laws and collection of real stories on discrimination	L&S. R			
	Workshops for dissemination of survey results	C.C &L.E.M			
	Production of a film and a brochure on cases of law discrimination	M.C			
	Periodic meetings with decision makers	A.M			
	Conduct 60 performances followed by discussions	C.C&L.E.M			
	a series of radio program and television show on laws	M.C			
1.2.3 forming and activating central and regional committees for follow up on Citizenship Law	Conduct central and regional workshops on Citizenship Law	C.C& T.C		10	10
	Networking and coordinating with women's youth organizations, Ministry of Internal Affairs, and Human Rights organizations	A.M			
	Support initiatives of committees and youth groups adopting the subject	A.M & L. E.M			

	Conduct workshops for supporters and committees on law violations	L.E.M & C.C			
	Document cases of loosing citizenship in different areas of the West Bank, Gaza, and Jerusalem in particular	L&S. R & T.C			
	Conduct television seminars and radio shows	M.C			
1.2.4 forming, hosting, and supporting the coalition activities regarding Social Security, Health, Civil Service, and Labor laws	Conduct a study on the discrimination in the regulations of the targeted laws.	L&S. R			
	Conduct 3 workshops for discussing study results	C.C			
	Formation of a coalition between concerned active organizations	A.M			
	Develop a work plan for the coalition	A.M			
	Support implementation of work plan	A.M			
	Review of ministries' work plans and budget from a gender perspective	L&S.R			
	3 workshops to discuss the results of the	C.C			

Labor, and Social Affairs become more gender sensitive (employment, maternity leaves, grants, etc.)	study				
	Revision and of school curriculum especially the Arabic curriculum from a gender perspective	L&S. R			
	3 workshops to disseminate the results of the studies	C.C			
	Advocacy campaign on the results of the study	L.E.M & C.C			

The Second Strategic Objective: Enhancing the capacity of women to claim their rights at the family and community level.

2.1 First Result: Enhance the models used in women's empowerment and training on women's' rights, which are used in different organizations.

2.2 Second Result: Youth and women's' leaders groups are empowered in gender, national and political issues.

A.M (Advocacy manager), L.E.M (local empowerment manager), T.C (training coordinator), L&S.R (Legal and Social researcher), M.C (media coordinator), C.C (campaigning coordinator), A&F. M (Administrative and financial manager), E&M .C (Evaluation and monitoring coordinator), C.B .M (Capacity Building Manager).

Outputs	Activities	Responsibility	Year 2009	Year 2010	Year 2011
2.1.1 improve and develop forms and models used by women's empowerment programs and integrate them in WATC and other women's coalitions and organizations	Needs assessment for women's coalitions and women's groups regarding skills, knowledge, and attitudes	C.B.M			
	Review and study the presented models	C.B.M			

	Form a committee from organizations working in the field of women empowerment with consultants for training to supervise curriculum development	C.B.M			
	Collecting success stories and cases especially from Palestinian women to be incorporated into the models	C.B.M			
	Revision and adaptation of results by organizations	C.B.M			
2.1.2 enable women's cadre frameworks, organizations, and groups to offer empowerment curriculum for women at the social, political and national level	Conduct training workshops for women's frameworks cadre and feminist organizations on revised curriculum and its use and applications	T.C	2	4	6
	Conduct annual review of training programs offered by the organizations	T.C			
2.2.1 rehabilitation of young male and female leaders	Conduct training workshops for the youth	T.C	4	6	8

to adopt and work in support of women's rights	Forming voluntary committees from youth to work on women's rights issues in their localities	C.B.M			
	Support implementing youth initiatives relevant to women's rights	C.B.M			
	Conduct training workshops for women leaders in targeted locations	T.C & L.E.M	6	10	10
2.2.2 empower women activists and leaders working in groups and initiatives at the national level					
	Support groups, committees, and local women's organizations initiatives in areas of women empowerment	C.B.M	10	30	50

The Third Strategic Objective: Raise the society awareness on women's rights and role in all positions.

3.1 The First Result: activate the role of journalists and media persons to work on women's rights.

3.2 The Second Result: Advocating and wide spreading women's' calls through media and societal work.

A.M (Advocacy manager), L.E.M (local empowerment manager), T.C (training coordinator), L&S.R (Legal and Social researcher), M.C (media coordinator), C.C (campaigning coordinator), A&F. M (Administrative and financial manager), E&M .C

(Evaluation and monitoring coordinator), C.B .M (Capacity Building Manager).

Outputs	Activities	Responsibility	2009	2010	2011
3.1.1 activation of media coalition to support women's rights	Coordinate with official and private media organizations	M.C			
	Conduct a study on women's image in the media	C.B.M			
	Conduct training workshops on the study results	M.C	2	2	
	Support journalists initiatives supporting women's rights	M.C			
3.1.2 periodic monitoring of public decision makers speech content (politicians and journalists)	Follow up on visual and written media	L&S.R			
	Document discrimination in articles and statements	L&S. R			
	Follow up with decision makers who discriminate between women and men in their speech	C.C			
3.2.1 produce a television a and radio programs on women's rights	Conduct a regular radio program dealing with urgent and critical issues regarding women's rights	M.C			
	Conduct a regular	M.C			

	television program broadcast in local TV stations				
3.2.2 production of advocacy material to the general public	Activate WATC web site- the Arabic section with regular updates	M.C			
	Regular production of "Women's Voice" newspaper	M.C			
	Production of specialized brochures in specific areas of human rights	M.C	2	4	4
<p>The Fourth Strategic Objective: Empowering WATC capacities and competencies to guarantee its continuation and the achievement of its goals.</p> <p>a. The first Result: enriching the capacities of the womens' coalitions which form WATC, in order to have a genuine role in unifying women's movement speech.</p> <p>b. Empowering the Human Resources capacities working in WATC.</p> <p>A.M (Advocacy manager), L.E.M (local empowerment manager), T.C (training coordinator), L&S.R (Legal and Social researcher), M.C (media coordinator), C.C (campaigning coordinator), A&F. M (Administrative and financial manager), E&M .C (Evaluation and monitoring coordinator), C.B .M (Capacity Building Manager).</p>					
Outputs	Activities	Responsibility	2009	2010	2011

Improving the vocational and the intellectual capacities of the Human Resources working in women's' coalitions	Needs Assessment of women member organizations	C.B.M			
	Technical, management, legal training for the leaders of the women committees	T.C	3	3	
Improving work regulations of women's' coalitions to fit their legal and systematic status	Support women's' committees in developing its work strategies to address women's issues based on the Declaration of Palestinian women's rights	C.B.M			
	Improving administrative and financial systems	C.B.M			
Support the coalitions in funding issues to implement their activities	Network with women organizations Support women organizations	L.E.M			

	to develop their fundraising, proposal and report writing skills	L.E.M			
To have a qualified and an adequate staff , in a suitable place and with suitable equipments	Recruitment of well qualified staff for the technical and administrative posts	A&F.M			
	Continuous training of the staff on their job tasks and responsibilities	A&f. M			
	Improve the main office physical plant				
The working procedures are in line with transparency and accountability	Develop a monitoring and evaluation mechanism tailored to the strategic plan	E&M.C			
	Develop guidelines to facilitate implementation of activities	E&M.C			

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Main services provided by WATC from 1992 until 2007

Main services provided by WATC	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Support to the Technical Committees during Oslo	1992		1994													
Internal capacity building				1995							2002				2006	2007
Administrative and organizational structure				x	x	x										x
Strategic planning					x										x	x
Website					x	x	x									
Employees' evaluation						x					x					
Information bank									x	x						
Human resource development					1996						2002		2004			2007
Gender					x			x	x							
Lobbying and advocacy skills					x	x	x									
Leadership					x		x		x							
Communication & Administration					x		x		x							
Monitoring and Evaluation								x								
Training of trainers								x								
page maker, Photoshop								x								
Family law								x								
Human Rights and democracy								x	x							
Food manufacturing								x								
Participatory Rapid Appraisal									x							
Thalassemia Disease coping mechanisms									x							
Computer skills										x	x		x	x	x	x
Palestinian legislations & policies															2006	
Basic Law & electoral law					x	x	x		x							
Labor Law					x	x	x									
Civil service law					x	x	x				x					
Gender equality in education					x					x						
Civil status law							x	x	x	x	x					
Family law									x	x	x					
Social security law										x	x					
Women awareness						1997										2007
Civil rights, divorce, polygamy						x										
Early marriage						x			x	x						
Status of women in the Palestinian civil society								x								
Palestinian police women, the independent state								x								
Drugs, reproductive health, aids and sexual diseases							x	x	x							
Protection of environment & expired food								x	x							
Self-actualization								x								
Women's participation in the political life & economy									x							
Labor law and civil status law									x							
Psychological counseling									x	x						
Crisis management in emergency									x	x						
Women and intifada									x							
Education									x							

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Thalassemia									x									
Public awareness & lobbying																		
Lobbying decision makers, ministries and PLC members																		
Training of MoE "curricula developers" on gender issues																		
Training of Palestinian mass media on gender issues																		
Training on Human Rights Education for teachers																		
Training on Human rights and women's rights																		
Capacity building of women																		
Women's participation in the elections as candidates																		
Communication, lobbying and advocacy skills																		
Gender awareness and analysis																		
Administration, planning & organization																		
Participatory Rapid Appraisal																		
Leadership skills																		
Negotiations																		
Proposal writing																		
Human Rights & democracy																		
First Aid																		
Legal analysis of laws & family law																		
Psychological counseling																		
Crisis management																		
Civil Defense																		
Computer skills																		
Food preservation																		
Financial assistance to women																		
Transportation for school girls																		
Financial assistance for university students																		
Direct support to women committees																		
Training of their members																		
Training of trainers, infrastructure for kindergartens																		
Computer literacy for committee members																		
Creation of internet centers																		
Media programs (TV, Radio & newsletter)																		
Income generating projects																		
Demonstrations, networking and campaigns																		

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Programs and services implemented by women organizations affiliated to political parties (2004-2007)									
Programs and services	WATC	Palestinian woman	Palestinian Working Women Society	Women struggle	Women's Action	Development of rural women	Working women association	Association of Women's Committees for Social Work	Actions for Training and Rehabilitation
Loans			✓		✓				✓
Marketing of products		✓	✓	✓	✓		✓	✓	✓
Women's education									✓
Supporting Tawjihi students				✓					
Vocational training		✓	✓	✓	✓	✓		✓	✓
Kindergartens		✓		✓	✓			✓	
Women awareness for elections participation	✓	✓	✓	✓	✓	✓	✓	✓	
Women awareness around early marriage, the right to knowledge, drop out from schools, etc.	✓	✓	✓	✓			✓	✓	
Working women awareness	✓	✓	✓		✓		✓		
Women empowerment in political participation for candidates	✓	✓					✓	✓	
Empowering young leaders	✓	✓					✓	✓	
Children		✓		✓	✓			✓	

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clubs and summer camps									
Women summer camps		✓			✓				
Cultural activities				✓	✓			✓	
Emergency aid		✓	✓	✓	✓	✓		✓	
Student loans	✓			✓		✓		✓	
Income generating project	✓	✓	✓				✓		
Psychological counseling			✓				✓		
Media activities	✓		✓				✓		
Supporting women to establish their income generating projects		✓		✓	✓		✓		
Women clubs						✓			
حدائق منزلية						✓			
Organizing women in law amendments	✓	✓				✓	✓		
libraries					✓				

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Programs and services implemented by non-governmental organizations and research centers specializing in women issues (2004-2007)

Services and programs	Birzeit University Center for Women Studies	MIFTAH	Al Khansa' Association	Jerusalem Women Center	Palestinian الجمعية Association for Business Women "Asalah"	YWCA	Women Working Association	Filistiniat	Women's Center for Legal Aid and Counseling
Monitoring media		✓						✓	
Advocacy and lobbying for decision makers		✓					✓		✓
Loans					✓				
Women research and studies	✓	✓					✓	✓	✓
Marketing of products			✓			✓	✓		
Vocational training			✓			✓			
Women awareness for elections participation		✓	✓	✓			✓	✓	✓
Women awareness around early marriage, the right to knowledge, drop out from schools, etc.			✓	✓	✓		✓		✓
Working women awareness		✓	✓	✓			✓		✓
Women empowerment in political participation for candidates		✓		✓			✓		✓
Women empowerment in political participation for young leaders		✓		✓	✓		✓		✓
Income generating projects							✓		
Psychological counseling							✓		✓
Legal aid									✓
Media activities	✓	✓		✓			✓	✓	✓
Supporting women to establish income-generating projects and cooperatives							✓		
Organizing women to change laws							✓		✓
Amending laws and									✓

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policies									
Technical support and training of community based organizations									✓
Protection of women against violence									✓
Establishing schools			✓						
Cultural, educational and social activities			✓						
Summer camps			✓						
Children's clubs			✓						
Emergency aid			✓						
Women clubs			✓						