

Annual Report 2002

PROGRAMME ACTIVITIES:

The year 2002 witnessed a deterioration in the political situation which reflected itself on the implementation of the activities. There was a delay in the implementation of some of the projects, in addition, the follow-up depended mainly on the reports that were sent by fax or emails or the DHL. However, most of the activities were completed as the report below shows.

I: Media Programme:

A. Written Media Project: *The Voice of Women Biweekly Newspaper Supplement Supported by Konrad Edinauer Stiftung*

Achievements:

*Twenty two issues of the Voice of Women have been published during the mentioned period, (issues from 136-157).

*According to Al-Ayyam Newspaper records, between 10,000 - 18,000 copies were distributed. In addition, 2000 supplements were distributed through WATC coordinators, and 300 copies to 15 GOs and NGOs, specialized in women-related issues.

*A 3-day training Course on Gender Mainstreaming in Journalism was conducted for 13 male and female journalists working in media governmental and non-governmental organizations and in civil society organizations.

Constraints:

*During 29 March - 1 May 2002, the supplement could not be published as a result of the overall Israeli invasion and reoccupation of the Palestinian cities, freezing all aspects of the Palestinian life and work rhythm.

*The distribution of the Voice of Women, through Al-Ayyam Newspaper, has been negatively affected as a result of the Israeli invasion of Palestinian cities. When the situation allowed after 1st of May 2002, intensive efforts have been made to publish an issue within a two-week period, which actually happened, to make up for the lost time. Since then, the supplement has been published continuously as usual.

Impact:

The Voice of Women left an impact on women and the community, as follows:

- *It established a positive relationship between women and decision-makers.

- *It became a source of valued information for many official, media and women's organizations, documenting Palestinian women's reality.

- *It allowed many women to seek legal, psychological, economic and cultural guidance and counseling from WATC.

- *It allowed for an open dialogue as a result of the daring topics it addressed. Great number of phone calls and faxes inquiring about different issues, and demanding the publication of more material, on particular topics.

The Voice of Women is the only periodical maintaining a very good artistic, journalistic, editorial and linguistic level. It is concise, professional with an adequate use of language. Its titles are unique expressing the focal idea of the topic tackled clearly. It is unique in expressing liberal thought, calling for equality and freedom.

(Aref Hijawi: Evaluation of project)

The topics in the Voice of Women have clearly expressed the suffering of Palestinian women, such as their delivery on Israeli roadblocks, the conditions of women political prisoners and mothers of martyrs, etc. Topics also covered laws, rights, culture and health, and women's status in neighboring countries. There is a balance in picturing the different types of women, namely the elite vs. the grassroots women, the rural vs. the refugee vs. the city women.

(In'am AlObeidi: Evaluation of project)

B: Audio Media Project or Radio Program (Supported by Diakonia)

Achievements:

- *22 radio episodes were broadcast live through Ajyal Radio Station on a regular basis between 11:00 a.m. - 12:00 a.m., every Tuesday.

- *Two training courses on gender issues in media took place in Gaza and the West Bank for 20 men and women journalists.

- *Introducing CEDAW's Articles to women, through presenting and discussing cases live. For instance, as a result of inviting an elderly woman, who pursued her education in an elderly age, many women asked us to dedicate an episode on adult learning, in cooperation with the Ministry of Education.

- *In addition to participation of women professionals and decision makers, and encouraged by WATC's field coordinators, different women from different areas participated in the program..

Constraints:

*The invasion of Ramallah in March and the destruction of Radio Ajyal station interrupted the programme. Accordingly, only half of the episodes were broadcasted.

Impact:

*The program gave women from different backgrounds the chance to speak about themselves, to participate in discussions and to introduce themselves.

*Through presenting and discussing live cases, many activities were suggested and implemented with concerned institutions such as dedicating an episode on adult education in cooperation with the Ministry of Education.

*The successful stories presented in the programme were encouraging for other women to do the same.

It is not enough to acknowledge and ratify a law in order for it to be implemented. More important is to enlighten and educate the public about the law and its articles, a matter manifested through our radio program.

Amal Wahdo

II: Campaigning

A.Campaigning with Rural Women - Sanabel Project
(Supported by Ford Foundation, Westminster Foundations and National Endowment for Democracy)

Achievements:

*28 villages in areas of Hebron, Nablus, Gaza, and Jenin were reached where 28 committees were established (5-9 members each) and trained on gender issues, women's rights issues, communication skills and participatory rapid appraisal (PRA).

"I used to be very shy and inhibited but now I can clearly express myself."

"Now I am able to speak up and strongly defend my ideas"

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

"I had no idea that I am entitled to inheritance but now I know and I demand my rights.

"After going through the Sanabel programme, I insisted on going to college after so many years of just being between walls."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*A PRA was conducted by the Sanabel committees to identify the needs of their communities and to network with other organizations to address these needs in the 21 villages.

"I am able to do a needs assessment for the village without getting myself or them angry."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*A community awareness campaign was conducted in each village to address the needs of the community as per the results of the First aid courses, food preservation, house management, and health courses were held in the targeted villages.

"Its wonderful that its women like us who are encouraging us to develop."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

"I used to be reluctant to speak to any stranger, but now I negotiate with municipalities. When we first approached the Head of the Village Council to suggest to him a voluntary cleaning day for the streets, he responded very sarcastically," Do you think we have no men to clean the streets any more!?"

Now this same man is very cooperative with and having seen the results of our work, he approaches us with ideas.

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

In some areas as Jenin, Sanabel women took a leading role as members of the emergency committees in their villages and aided women and children to cope with the difficult situation of Jenin. Thus women restored their self-confidence and faith in the role they can play in their communities.

(Iman Nazzal: Regional Coordinator)

Constraints:

*Some of Sanabel centers were not established as proposed because in some villages, houses to rent were difficult to find such as the case of 'Oreef, Zwata, Dair Sharaf, Bait Wazan, Tel, Askar Elbalad, Joret Elloot.

*A delay in the implementation was caused by the continuous curfew, closure, and military attacks on the different regions including the targeted villages which prevented the coordinators from continuous follow-up visits.

*In one village, the Sanabel project was opposed by some male members and religious people for misunderstanding the objectives of the project, which made it difficult for the women to participate at the beginning.

*During certain seasons as in October for example, women's participation in some areas was interrupted due to olives picking, therefore, plans had to be rescheduled.

Impact of the Project:

The Sanabel groups took an important role in their communities and participated in most of the social and political activities. They played a major role in crises management during the curfew periods and military attacks on their villages. They paid visits to the injured in the hospitals, supported their families, participated in the demonstrations against the occupation of the Palestinian territories and visited the families who lost one or more of their members.

"I am capable of making decisions now."
"After being a home prisoner, I have now finished college."
"I trust myself more and I discuss things with confidence."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*Sanabel groups in different locations met with decision-makers from their villages and confronted them with their conflicts and listed their needs and tried to find solutions together with these leaders. Furthermore, they followed up and were persistent and assertive on solving them.

"I learned project planning and feasibility studies. We do home economics projects based on share capital. We now have a small income which we created ourselves and we are always trying to improve the project."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*Being equipped with the skills needed, some Sanabel members started small projects as producing pastries and food at home which helped them in supporting their families financially.

"I'm now proud that I am competing for the Directorship of my organization."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*A literacy course was established in (Zawata/Nablus) in addition to a summer club for children. There has been a real change in the behaviors and personalities of trained women. Before they were shy to express their points of view. But now, they can express themselves with confidence. In addition, their participation in public activities increased. Women are now more aware of their rights and are better able to assess their needs. They are more willing to work to achieve these needs. Many of them became members of associations or committees or councils in their villages.

"I used to look at myself as a burden but now I know I am very valuable to myself and many others."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*A major achievement is the willingness of targeted women to work together regardless of their political affiliation, which used to be uncommon before.

"I am able to create new friendships after being all alone."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

*Sanabel groups worked on networking with other institutions such as ministries, the Palestinian agricultural and medical committees in order to provide them with knowledge and aid.

"I learned that rights are taken by power and they don't come to you on a silver plate."

(Interview with Sanabel groups by Dr Laila Atshan: Evaluation of project)

Lessons learnt:

*Networking and coordinating with NGOs and other institutions are essential for the coverage of more needs and empowering women with more skills that assist them in problem-solving matters.

*Networking and coordinating with NGOs and other institutions proved to be helpful in finding solutions for problems that WATC cannot solve alone such as finding a safe training place that is accessible for most participants.

*Tackling the women's practical needs after equipping them with the strategic needs provide us with their trust and readiness to cooperate more and work more.

*It is important for women to exchange experiences on more regular basis to gain more trust in themselves and strengthen their self-confidence.

It is essential for women to be equipped with endurance and assertiveness to continue implementation of plans.

Frieda Khayyat: Sanabel Project Coordinator

Recommendations for future plans:

*Targeted groups need to be consulted as partners in the planning for the project in their villages.

*Training on practical skills should not be at the expense of the strategic needs but should be seen within its context.

*Networking should address issues that cover areas that are not covered by the training related to the project such as loans, credit management.

*There should be networking between Sanabel groups in the same area and other areas so as to exchange experiences and come out with suggestions for the future. Since closure is continued, computer and Internet and telephone

lines to be provided for each village.

*Sustainability of Sanabel project in a particular village is ensured through involvement of Sanabel groups in the activities of the women organizations in that village.

*Intensive training for two members of Sanabel groups in each village to start community mobilization for the initiating of Sanabel project in adjacent villages.

B:Empowering Women through the Internet Centers - Women of the Future Project (supported by Friedrich Eibert Stiftung)

Achievements:

*Five computer centers were opened in Salfeet, Qalqelia and Hebron in the West bank and two in Gaza and Khan Younis

*The computer centers were well equipped with computers, scanners, etc.

*Number of women who visited the centers reached 12, 739.

*Three women coordinators in each center were trained on computer skills, and on means for conveying these skills to others. Training topics included Basic software and hard ware maintenance, Using the internet as a source of information, education, political campaigning and lobbying, excel, in addition to training on Web page design in 3 centers.

* Training was provided to 441 women in the different centers.

*The centers played a role in having women come together for social activities, and in having community use them as a place for training and activities.

Constraints:

*The political situation affected the implementation plan negatively.

*The revenue of each center from the training courses was not enough to cover the centers' expenses, and this was a hindrance in having the centers independent by the end of 2002 as planned.

*Due to difficulty in follow-up and reaching different areas, delay was noticed in submitting bills, reports ...etc. on time.

*Project coordinators visits were hindered by closures and curfews.

Impact

*Hundreds of women and young girls visited the centers, from marginalized areas, got trained and developed their computer and internet skills which made them eligible for arising job opportunities and future university requisites.

*Several organizations and institutions got in touch with the centers, coordinated for activities, and announced their need for employees from women

trainees and visitors.

*Tens of women visiting the centers got involved in other activities of the centers.

*Many girls visited the centers with their mothers, sisters, or younger brothers, involving them in the activities of the centers.

*Members of the village council participated in many of the activities of the centers, and became more supportive to the activities of the centers in these villages.

*Many women managed to initiate contact with overseas relatives through the internet.

Many women were given the chance to come out of their social and home isolation, get in touch with other women and get introduced to new skills.

Ghada Naser: Project Coordinator

Lessons Learnt:

*Center coordinators must be educated, human rights and women's rights aware, self reliant, enthusiastic, about their work, with a strong personality to overcome the delay in reporting, and conducting activities.

*An experimental period of 3 months should be given for the coordinators before final appointment take place.

*Financial and administrative management of the centers need to be studied to ensure the sustainability of the project after WATC and FES withdraw from the project.

*More coordination should take place among the different coordinators of the centers and experiences should be shared through the email and the internet.

*The location of the computer centers should be in areas where they can be reached by women.

*Salfit and Qalqeelia centers need to be more supervised by the Women organization to ensure their efficient performance.

*There is a necessity to activate members of all communities in all the regions to guarantee joint activities, linkage between their projects and WATC projects.

C:Empowering Young Women Leaders (Supported by Diakonia and Ireland Aid and Women's Learning Partnership for Rights, Development and Peace/WLP)

Achievements:

*404 young women were reached in the different areas of the West Bank and Gaza Strip (Ramallah gov. 30, Nablus gov.28 , Qalqeelia gov 30,

Bethlehem gov 29, Jenin gov. 80, Hebron gov. 62, Tulkarem gov. 50, Gaza Strip 95).

*Two trainings were held in Ramallah and Gaza, where 30 young women participated in the training on Leading to Choices manual that was developed in partnership with the women's Learning Partnership for Rights, Development and Peace and other organizations.

*Young women leaders were acquainted with new skills through training on Gender, Leadership, Communication skills, Lobbying and advocacy, human rights and Democracy and community Intervention skills, .

*Young women leaders were affiliated to the different women committees and participated in their activities.

*All the training courses were conducted "free of training fees".

*Some training courses were conducted "free of Hall Rent". Women Political committees offered their offices free of charge where available.

Constraints:

*Political Constraints: The siege, bombing campaign and invasions delayed the action plan of the project especially that mobility was very difficult between cities and towns which affected implementation of Staff training.

*Economic Constrains: As a result of the political situation, the Palestinian people's economic situation deteriorated. This resulted in an increase in the percentage of early marriage among young women especially in Hebron.

*One of the major effects of occupation is growing conservative attitudes which were reflected on having many young women stay home.

*Funding: Limited funding of the project affected the activities in some areas of the West Bank and Gaza. WATC was not able to hire more field coordinators to follow up all the project activities due to limited budget.

Recommendations:

*Further follow up from the project's coordinator and the representatives of women's political committees to the field coordinators of the project.

*Continued communication between the field coordinators, leaders and the different women political committees.

*Qualifying the leaders with new skills like computer skills.

*Conducting further meeting between the leaders and some women activists and also the board members at WATC.

D. Campaigning through Education - Sponsorship Program (sponsored by NORAD

and South Africa Representative Office in Ramallah)

The Women's Affairs Technical Committee has been implementing a Girls' Education Campaign program since 1996. The project targets young women by paying their travel costs to commute from their villages to the nearest secondary school to prevent school dropout for girls thus early marriage.

This Project was funded by Norad and the South African Representative Office in the year 2002, in addition to individual donations. The Women's Affairs Technical Committee covered the travel costs of 25 young women from the southern and middle regions of the West Bank and Gaza till December 2002.

Palestinians felt after the Israeli reinvasion of the Palestinian Territories in March 2002 that life should continue. Education became a goal to most students considering it the best weapon to fight occupation. The Ministry of Education, school teachers and administrations and students became more insistent on going to schools and continuing their education mainly young women, despite all the difficulties and restrictions and fear. Schools continued, and the young women targeted finished the first semester of the current school year successfully.

Achievements:

*Twenty five young women from the different villages of the West Bank and Gaza were empowered through continuing secondary education.

*By continuing education, these young women were protected from early marriage and its consequences.

Impact:

*Since the young women were selected from the deprived and marginalized areas, the presence of WATC in these areas became easier, and the issue of women's education became more encouraged and accepted by the community.

*Young women in these areas took role in the general activities of WATC. This increased the existence of the Women's Affairs Technical Committee and recruited more women from the different areas of the West Bank and Gaza in the lobbying and advocacy efforts of the organization.

*Families who have limited financial resources usually give priority to male children to pursue their education .

WATC contribution comes within the framework of the Convention of the Child's Rights: the right to education equity, the right for protection, the right of development, and the right of nondiscrimination.

(Rose Shomali: WATC Director General)

*The idea of education for all was introduced to the community especially in improvised areas.

Having the opportunity to go to other villages or cities to continue their education, young women were introduced to new ideas and practices which made them more receptive to new ideas such as gender.

(Tami Rafidi: Project Coordinator)

III: Advocacy for Women's Rights - Phase 2 (Sponsored by The Norwegian Agency for Development "NORAD")

Achievements:

*Many meetings were held with PLC members to follow on cases and laws related to women's rights and to lobby for accepting the amendments suggested by WATC and partners, in addition to lobbying within the PLC to modify the discussed laws. The laws that were discussed at different Public levels were the Civil Status law, the family law, Civil Service Law. A draft of the Social Security law was amended and used for advocacy and lobbying purposes.

*A letter was sent to President Arafat requesting that women be represented in the Committee that was appointed in August 2001 by the President to work on the Civil Status Law.

Women who are affected by the law, should be represented in the Committee working on drafting the Law.

WATC executive member

*Most amendments proposed were accepted and approved by the PLC (During the first reading of the law).

*Laws that were drafted and sent to the Legislative Council became more sensitive to women's rights after lobbying efforts by the project team and volunteers.

*In the Civil Status Law, the mother became able to register her newborn, which was not allowed before.

*WATC continued the dialogue on the Family Law and with several other women's organizations, and a preparatory committee was established to work on a draft Family Law. A Technical Committee of 3 lawyers was established to prepare the draft.

*Issues considered of most importance in the Civil Law were addressed in the media as agreed upon by all Women's organization and Human Rights organizations. WATC biweekly Newsletter, Sawt Al -Nisa' (Voice of Women),

and WATC TV programme and Radio programme became a venue for women and Women Friendly Journalists to speak out. Issues that were taken for granted and were never discussed in public, became open for public discussion.

*Lobbying networks were established aiming at coordinating efforts and dividing work-plans among the different partners. These networks were formed from different NGOs and Palestinian women in order to lobby decision-makers to change rules and regulations to become gender sensitive. Networking was also important for addressing emergency needs that aroused as a result of the deterioration in the socio-economic situation of the Palestinian society.

*A group of 30 male and female volunteer lawyers was established in Gaza to support WATC in its training and workshops for laws discussion.

Pressure groups are good examples of voluntary and professional work that can lead to a real change in the attitude of other professionals toward women's issues.

(Nadia Abu Nahla: WATC Gaza Director)

*A pressure group was established from 33 educated women who were exposed to intensive training in guidance and counseling and they provide important support in training of women.

*A number of training courses on management, communication skills, conflict resolutions, gender and women rights, and dealing with the media for the elections took place in many places in the West Bank and Gaza strip.

*The project coordinators attended a number of workshops and training courses that were held by other organizations related to our work.

*Many public activities were conducted on the occasion of the International Day for Women in which WATC was able to mobilize thousands of women throughout the West Bank and the Gaza Strip to participate.

For the first time since this Intifada, women were able to cross the three checkpoints between Ramallah and Jerusalem holding Palestinian flags and banners with slogans that promote women's rights and emphasizing the right of the Palestinian in a State. Women were beaten, arrested and brutalized by the Israeli military and Police.

WATC Executive Member

*Different activities for the Palestinian women prisoners, such as issue press releases, marches and others were carried out all over the West Bank and Gaza. Many women were provided with technical assistant to find jobs and source of income through working at home and other places.

*The case of the ten women students from Al-Azhar University in Gaza who were dismissed from the university opened a dialogue on Individual freedom, and accepting the other. The decision to return students reflect the pressure that the lobbying groups exercised.

Constraints:

*The political situation affected the planned activities in the project and always there was a need to readjust the plans and look for alternatives, which put the coordinators under pressure most of the time.

*The deterioration in the political situation, closures, curfews and restrictions on mobility between cities and villages affected follow-up, training and monitoring. The mobility problem between the Gaza Strip and the West Bank due to the border closure and the restricted permissions restrained full coordination and holding mutual activities.

*Different laws were not discussed at the Palestinian Legislative Council due to political reasons and changes in the agenda.

*Decision-makers are not all gender sensitive or aware of women's rights and needs.

Lessons Learnt:

*The networks showed high efficiency and effectiveness in modifying draft laws and in getting approval to the amendments by the PLC in the different readings.

*The General Union of Palestinian Women is an important support when it comes to lobbying and laws.

*The pressure groups formed in Gaza showed the importance of having similar groups in the West Bank.

Recommendations:

*Continue conducting trainings and meetings to raise the awareness of the decision makers to become more sensitive to women needs and human rights.

*Continue training women at decision-making levels and candidates to hold official positions on how to become leaders and influential.

*Encourage PLC members to overcome political barriers they are faced with.

*Work with the international and regional networks to pressure the Israeli government to give the freedom to the Palestinian people and authority.

*Encourage and empower more women to be involved in the political arena.

*A draft of a unified law be finalized .

Through experience, WATC found that women are liable to become more empowered and independent if economic projects and social ones were integrated together.

Mariam Ismail

Achievements:

*24 villages in the West Bank (12 villages in Hebron District and 12 villages in Jenin District) were reached with comprehensive services to improve

the living conditions in rural areas of the West Bank by rapidly increasing services and rehabilitating infrastructure in multiple sectors through active community participation.

*Thirty three women committees were established in the targeted villages and were empowered to take a leading role in the planning, implementation, monitoring of the project and in the networking for community awareness campaigns as per the need of the community.

*A total of 86 training sessions and workshops were extended benefiting 2137 women.

*A women center was rehabilitated in Hebron district to benefit 560 women.

*Five women centers were constructed in five villages in Jenin district that were used to host the women activities, and village general activities. Number of beneficiaries reached 6210 inhabitants from these villages and the nearby villages.

*A cleaning campaign was organized with a group of volunteers to improve the health conditions at the village level.

*Small projects were carried out at the school level to improve the educational environment for the students.

*The community played an important role in managing the implementation of the projects' activities. The community took initiatives to:

A. Construct at their own expense the sanitary facility, as well as equipping a small area for a playground for children at the market place in the Hebron area.

B. Collect their contribution for each activity regardless of the increase in the unemployment rate and the decrease in families' income.

C. Excavate and level some of the agricultural roads as an in kind contribution from their side.

D. Start up and supervise the activities whenever the staff could not reach the site as the councils and committees are considered the focal point in the village in such cases.

The sense of ownership and the commitment amongst the community has become so strong that even at the difficult time when the unemployment rate has become higher, the community often maintains its contribution to the ongoing activities at the same rate.

CRS report

Constraints:

*As the situation continued to deteriorate dramatically, the staff spent considerable time trying to get to the office and reach project sites. In extreme cases, staff had to reschedule the visits and move on to another area, in order to use their time more efficiently.

*The staff members walked through dirt roads in order to reach their destinations. Sometimes, it was extremely difficult to get to the desired location.

*Continuous closure to the locations hinders the arrival of construction materials to the sites. Yatta block has been closed for more than two months, resulting in the delay of all the remaining activities in these villages.

*The closure prevents the vehicles from entering the village to reload the construction material in the project's sites.

*During January and onwards, Jenin and Hebron areas were tightly closed and movement in and out of them was strictly forbidden. The road closure did not only affect the main roads, but also the agricultural access roads as well as dirt roads, thus hindering the planning of day- to-day activities

*The increase of unemployment resulted in disabling the village councils from collecting the community contributions towards the proposed activities in the village.

*The continuation of the siege and restrictions on movement led to more poverty amongst the population, in particular the people who live in the rural areas or working in Israel.

EXTERNAL EVALUATION OF PROJECTS:

Most of WATC projects were evaluated this year as follows:

*The media programme was evaluated by external evaluators whether the newsletter or the radio programme and both evaluation reports were positive.

*Sanabel project in Jenin, Nablus, Hebron and Gaza were evaluated by an external evaluator. Results showed a change in attitudes, and in the way women felt about themselves and their communities.

*Empowering of Women via Internet Centers project was evaluated by an external evaluator contracted by Friedrich Ebert Stiftung. The results showed that WATC and FES should withdraw gradually from the project before being transferred to the women organization members. During the transition period, coordinators of the centers would be trained on financial and management skills needed to manage the centers.

*Cafeteria Urjuwan was also evaluated by an external evaluator, and solutions were recommended.

STAFF DEVELOPMENT

*Most staff in the West Bank and in Gaza underwent training or attended workshops on skills needed for their development and for better performance of work .

*Staff participated in workshops either locally or regionally and internationally.

*Consideration was given to coordinators in distant districts to attend workshops when possible.

Staff Morale:

1. The year 2002 witnessed a state of uncertainty by staff about the organization's future and the ability of WATC to survive; a situation that resulted from administrative gaps. The appointment of a new administrator was watched with caution by staff and it took time to gain trust and confidence. Now the morale is much better, yet the financial issue still affects the morale of the staff especially that most donors are not willing to support the administration component.

2. Staff morale is also affected by the absence of a unified system (financial and administrative) that can be applied equally for all staff.

3. Feeling of insecurity prevails because now all staff are on projects since there is no guarantee that the projects will be renewed by the donors.

4. In spite of this, staff are cooperative, committed, and most of them are hard worker, and willing to learn.

