REFORM

المؤسسة الفلسطينية للتمكين والتنمية المحلية
The Palestinian Association for Empowerment and Local Development

# Facilitating REFORM

March 2016

## The Palestinian Association For Empowerment and Local Development - REFORM

# Strategic Plan

# 2016 - 2018

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# Content

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## Context

The seemingly intractible occupation of Palestine, and the belligerent policies over half a century, have created a number of internal conflicts within Palestinian society. These include the imposed geographical and political split between the West Bank and Gaza since 2007; the isolation of Jerusalem from the rest of the West Bank, and the asymmetrical power relations between various societal components distinguished by region and group affiliation. This structured asymmetry of power  can be seen more clearly in the classification of the West Bank and Gaza Strip into areas based on the jurisdictional system: A, B and C, as a result of the Oslo Accords which Palestine signed in the early 1990s.

The Oslo Accords, which were framed as a transitional period scheduled to last for 5 years, have extended in one form or another for 21 years up until the time of writing. Whilst the initial agreement was supposed to develop into a 'Comprehensive Agreement' in 1999, bringing the occupation to an end and establishing a Palestinian State based on the 1967 borders, the prolonging of a 'transitional stage' where the occupied Palestinian territories are split up into the jurisdictional areas of A (Palestinian civil and security control, ~12%), B (Palestinian civil and Israeli-Palestinian security, ~22%) and C (Israeli civil and security control, ~66%) has caused severe restrictions on jurisdiction and access to public utilities for the majority of Palestinians.

Without real access to justice, law-enforcement bodies or basic amenities for over 20 years, a majority of Palestinians residing outside Area 'A' have found themselves struggling to exist in conditions conducive to deep marginalization.  This is especially true for communities in Area 'C', refugee camps, Bedouin communities, and those living in the vicinity of Jerusalem. Thus, asymmetric power and access based on several classifications, specifically: gender, socio-economic background, region and political affiliation, have become entrenched  as integral to the multi-layered system of oppression.

With the establishment of the Palestinian National Authority in the 90's as a result of the 'Interim Agreement', the nature of the social contract changed and representation mechanisms were dramatically affected. In this new reality, not only the relationship between individuals changed but also the relationship between the Palestinian people and their governing authorities. This paradigmatic change produced new forms of structural and partisan systems.

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## Background

**REFORM** was established by a group of young socio-political activists in 2012, as an incubator for a new approach to social and economic development in Palestine that responds creatively to the people's material and immaterial needs, combating asymmetry of access and enabling social transformation through providing the tools, knowledge and resources to facilitate reform on both structural and cultural levels. **REFORM** promotes needs-based policy making, reinforces inclusive and participatory decision-making and contributes to producing a better quality of life.

**REFORM** seeks to enhance solidarity and cohesion among different groups within Palestinian society, crosscutting divisions of age, class, ability, gender, social status, place of residence and accessibility. Alongside this, **REFORM** aims to increase the participation of civil society actors in social and political processes, with particular attention paid to women and youth. **REFORM** recognises that in order to maintain a diversity of participation in public life, it is necessary to heighten the responsiveness of the state's bodies to the needs of more marginalised and less represented groups in Palestinian society, thereby increasing their access to public services and justice. This encourages the development of more inclusive policy making processes, whilst protecting individual and collective rights.

### What methods does REFORM currently apply to make these changes occur?

**REFORM** employs a holistic method of empowerment, combining socio-cultural and economic development through grassroots mobilisation, empowering women and youth, and encouraging community enterprise. As part of a strategy to affect long-term, sustainable change in the form of greater social cohesion, increased participation of youth and women in public life and a more responsive governing system, **REFORM** engages participants in a self-reflexive process involving the deep analysis of Palestinian cultural values and the historical development of structure in Palestinian society (informed by popular interpretations of religion, law, gender relations etc). Participants learn tools to understand and creatively re-imagine society in ways that challenge prevailing attitudes and behaviors in order to address unequal treatment, unfair practices and unrepresentative policies premised on assumed power hierarchies of money, prestige and gender.

### What platforms does REFORM currently utilize to make these changes occur?

**REFORM** is committed to establishing safe and inclusive spaces - physical and virtual - as platforms for the establishment and sustenance of community-led initiatives and to build relationships of trust and respect between different groups. The empowerment of

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marginalised groups through skills-based training, practical and theoretical workshops, and on-going reflection, is essential to the grassroots mobilisation of Palestinian civil society. By merging social and economic processes through encouraging community enterprise, **REFORM** participants are guided to identify community-led solutions to local development challenges, protect developmental process, and combat polarisation.

## Why are these methods preferable to affect the desired change?

**REFORM** believes that building relationships of trust and respect between different groups starts with the establishment of safe and inclusive platforms, where people from all backgrounds may come together and receive equal access to resources. The empowerment of marginalised groups through skills-based training, practical and theoretical workshops and on-going reflection is essential to the grassroots mobilisation of Palestinian civil society, hence developing a highly capable network of youth and women with the skills, knowledge, ambition and networks necessary to take leading roles in public life.
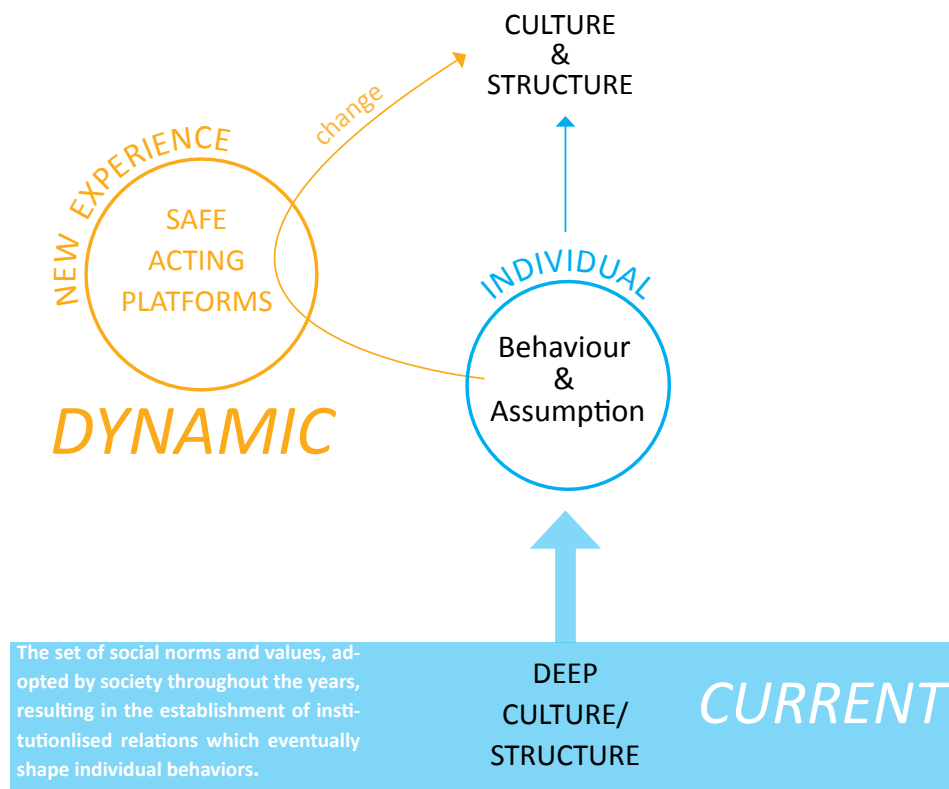
Whilst **REFORM** focuses on building the capacity of participants to lead community change, attention is also paid to ensure participants are equipped with skills and knowledge in advocacy to develop relevant campaigns that capture the public's imagination and build movements to develop responsive policies, lobbying for specific actions with the clear objective of influencing the responsivness of the governing systems. The method of engaging participants in deep analysis of culture and structuere is vital to help participants understand and thus engage with (and help to transform) unfair attitudes and practices such as gender based discrimination, class based privilege and nepotism.

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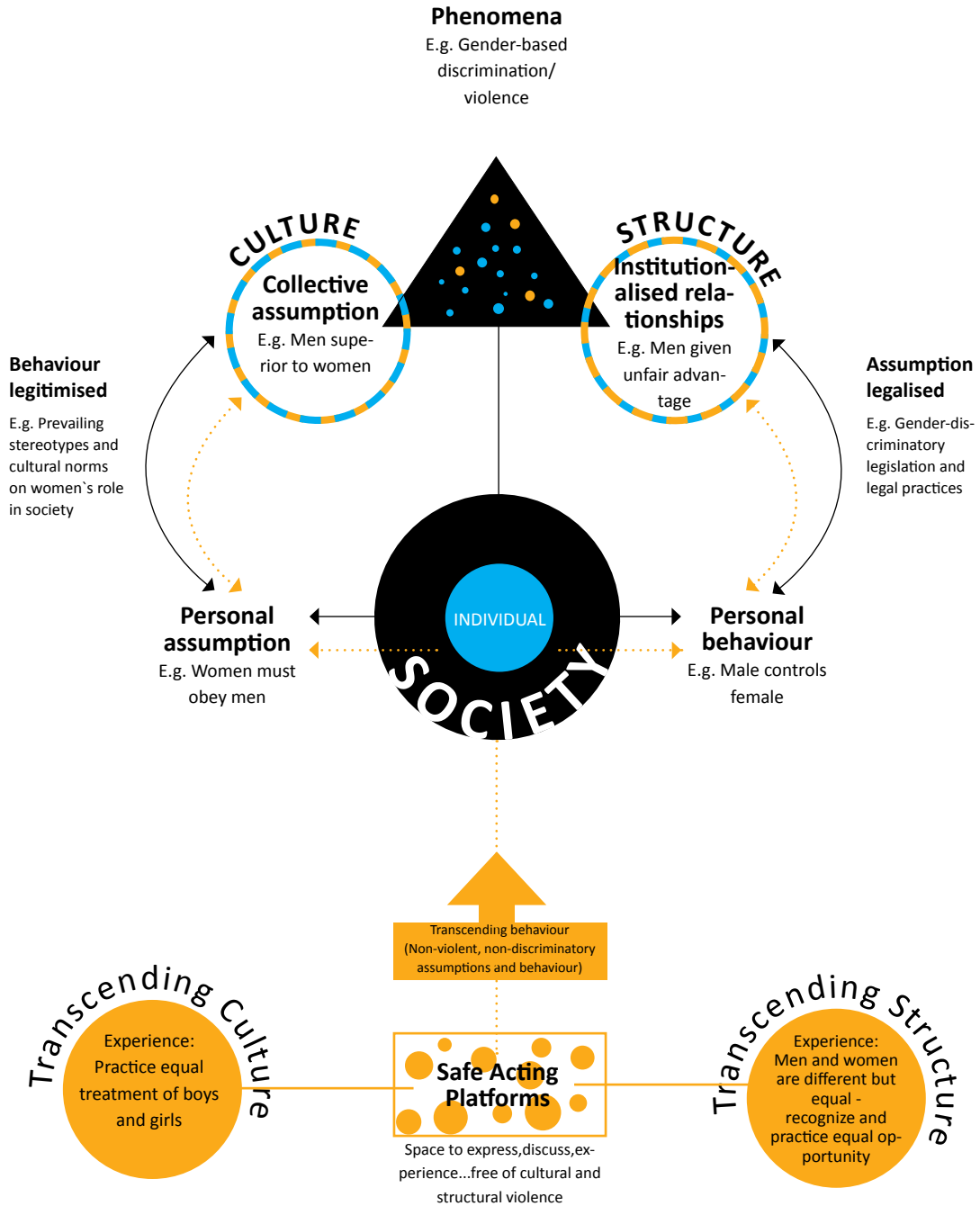
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## Theory of Change

Transforming culture and structure is a prerequisite for sustainable development. Social transformation is only possible if we succeed to challenge our personal assumptions through transcending the prevailing culture and the structure within society.

Human behavior in a community starts with an individual facing a phenomenon, a contradiction or a contrasting behavior/belief, which may either challenge or reinforce personal assumptions to shape and re-shape one's behaviors. Therefore, social reform will only be possible if the community is engaged in deep analytical processes aimed at rethinking the established structures and dominant culture , allowing individuals to think creatively and critically.

In order to reach a transforming culture, safe acting platforms are required to allow people from different community groups and components to develop their collective thinking in a safe and pluralistic environment in order to re-think value chains and identify needed skills for the transformation processes.



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# S O C I E T Y

**Phenomena**
E.g. Gender-based discrimination/ violence

**CULTURE**

**Collective assumption**
E.g. Men superior to women

**STRUCTURE**

**Institutionalised relationships**
E.g. Men given unfair advantage

**Behaviour legitimised**
E.g. Prevailing stereotypes and cultural norms on women`s role in society

**Assumption legalised**
E.g. Gender-discriminatory legislation and legal practices

**INDIVIDUAL**

**SOCIETY**

**Personal assumption**
E.g. Women must obey men

**Personal behaviour**
E.g. Male controls female

Transcending behaviour
(Non-violent, non-discriminatory assumptions and behaviour)

**Transcending Culture**

Experience: Practice equal treatment of boys and girls

**Safe Acting Platforms**

Space to express,discuss,experience...free of cultural and structural violence

**Transcending Structure**

Experience: Men and women are different but equal - recognize and practice equal opportunity

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## Vision & Mission

### Vision

REFORM strives for a society where everyone has the capacity to participate effectively, individual and collective rights are respected, and pluralism is ensured in an independent Palestinian state.

### Mission

REFORM adopts a strategy of sustainably empowering marginalised groups, in particular youth and women from hard-to-reach communities, through establishing safe acting platforms, encouraging community-led developmental processes and shaping a more inclusive governing systems that is responsive to people's needs. In this way, REFORM addresses various social fault lines and enhances the individual and collective abilities of women and youth, contributing to the formation of a fairer society where women and youth take leading roles in public life and governing bodies.

## Strengths and weaknesses Institutional (SWOT) Analysis

### Strengths

· Young leadership
· Experienced senior management
· Exclusive expertise
· Clear theory of change
· Learning organisation
· Developed tecnological system

### Weaknesses

· Young organization
· Junior staff with limited experience
· Lack of sufficient local financial resources
· Limited core fund

### Opportunities

· Strong professional relations with decision makers
· Excellent relations with partners/donors
· Deeply connected to grassroots.
· Clear community need for REFORM's specialization
· Good connections with local civil society organisations

### Threats

· Military occupation
· Lack of Palestinian jurisdiction in the oPt
· High competition (donor community)
· Economic recession since 2014
· Public's lack of trust in "NGOs"

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## Guiding Principles

### Participation

We believe that empowering social groups, especially marginalised groups, towards comprehensive participation in society is a prerequisite to improving the living conditions of Palestinians.

### Transparency and Accountability

We hold that access to information is an inviolable right for every Palestinian, supporting transparency and accountability throughout society.

### Ownership

We champion a needs-based approach, strengthening local capacities to lead community development.

### Sustainability

We are committed to ensuring the sustainability of our interventions; Based on the needs of our beneficiaries and building on their skills and talents, we empower REFORM's participants to continue being active beyond our interventions.

### Integrity

We seek to enhance our human and institutional capacity with the aim of ensuring effectiveness and transparency in everything we do.

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# Strategic Directions

## Strategic Direction I

Empower marginalised groups, especially youth and women, in taking active roles in developmental processes.

## Current Situation ◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄

Limited awareness of the importance of participation in developmental processes; Weak participation of youth and women in the developmental processes.

1. To counter discrimination and racism within Palestinian society.

2. To combat gender based violence (GBV) and enhance women's access to justice.

3. To strengthen social solidarity and cohesion between diverse components of Palestinian society.

Youth and women in the targeted localities are involved in developmental policy processes and are able to monitor its responsiveness to the people's needs.

Women are able to lobby the responsiveness of developmental policies to their needs.

The targeted localities are able to collaborate in identifying their common needs on a participatory based approach.

**Performance Indicators**

Women and youth are more qualified in monitoring the responsiveness of the developmental policies to their needs:

1) At least 60% of the targeted audience indicating clearly that they are more able to lobby the responsiveness of the developmental policies to their needs.

2) At least 60% of the targeted audience within the targeted localities indicating clearly that their communities are more able to collaorate together.

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# Strategic Directions

## Strategic Direction II

Enhance good governance and develop public sector(*) responsiveness to citizens' needs.

(*) REFORM defines the 'public sector' as all service provision bodies and services provided for the general public free of charge, whether they're funded and run by government or civil society actors.

## Current Situation ◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀

Citizenship values affected by lack of jurisdiction; asymmetric access between residents of Area 'A', 'B' and 'C'; fragile protection mechanisms; ability of youth to hold officials accountable is low.

1. To strengthen the public's capacity to participate in decision making processes, especially marginalised groups.

2. To enhance good governance within NGOs; to ease access to information and combat corruption.

3. To sensitise officials to developmental needs; To facilitate citizens' equal access to public utilities.

4. To provide an alternative to state's bodies' lack of jurisdiction in Area 'C', including Jerusalem.

Youth and women are engaged in holding officials accountable and issuing investigative media reports for the sake of raising public awarness.

Youth and women are aware of state's bodies' work and decision making processes, and inquire about issues related to youth needs.

Enhanced ability to hold officials (both state's bodies level and NGOs) accountable; access to information is enhanced as a result of employing technology in the regulatory processes.

Better coordination mechanisms are established between NGOs and local governance bodies and ministries.

**Performance Indicator**

1) At least 50% of indirect beneficiaries clearly state that they are more engaged in decision making process.

2) At least 50% of indirect beneficiaries clearly indicate that their rights are more protected.

3) At least 50% of participants say they have better ability to engage in accountability processes.

4) At least 50% of targeted NGOs state that their internal procedural systems are stronger and more transparent due to employing technology in procurement and recruitment processes (PRS).

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# Strategic Directions

## Strategic Direction III
Develop alternative production patterns within the processes of sustainable development

**Current Situation** ◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀◀

Private sector involvement in developmental processes is low; Non-traditional businesses are not popular amongst society; Alternative production patterns (upcycling, recycling, etc.) in marginalised communities are not common; Finding a job is the most popular path for youth amongst these communities.

1. To develop the employability of youth and women in particular.

2. To enhance social (corporate) responsibility among the Palestinian private sector.

3. To encourage cooperative production and small and non-traditional business models; to support women business development and integration into the labor market.

4. To develop technical and vocational training and its related incubators.

Research on market needs that adequately reflect local needs are developed.

Private sector is more involved in developmental processes.

Networks between the private sector and young entrepreneurs are established.

Funded initiatives succeeded in reaching a state of sustainability.

CBOs, groups, and individuals are more engaged in participatory planning processes.

Upcycling workshops are established in hard-to-reach communities.

Increased presence of cooperative organisations and their efficiency.

Non-traditional businesses are more welcomed by society.

**Performance Indicators**
1) The majority of the targeted audience indicating the importance of participatory planning processes and enhancing their employability.
2) Upcycling and recycling processes are more popular within the targeted localities.
3) At least 5 income generating initiatives are well established within the targeted localities.
4) Private sector organisations partnership with entrepreneurs is contributing to the reduction of the employment rate.
5) At least 50% of the targeted audience indicating clearly the advancement in the private sector's role in the local developmental processes.
6) At least 50% of the targeted women are better able to promote their products within the established companies.
7) Targeted women are able to establish their own business clubs.
8) At least 50% of the targeted audience are able to initiate individual initiatives.

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# Strategic Directions

## Strategic Direction IV
Strengthen REFORM's human and institutional capacity

**Current Situation** ◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄◄

Staff in need of skilled development; productivity of staff is reduced; insufficient efficiency of operations

1. To develop the financial and administrative capabilities of REFORM.

2. To improve interpersonal skills (team spirit).

3. To enhance staff leadership and management skills.

4. To convert all paper documentation into an electronic system.

Internal study identified staff needs with regards to skills.

Developed network with private sector.

Income generating projects were developed to secure the financial needs for the organization.

Developed training tool kit.

Annual reflective retreat is held; biannual staff reflection sessions are held.

Institutional manuals and codes are completed and made available in Arabic and English.

Computerized work environment of REFORM is upheld.

**Performance indicator**

Learning environment at REFORM is fostered:

1) At least 70% of employees explicitly state that their interpersonal skills have developed.
2) By the end of 2017, all REFORM's work is computerized.
3) By the end of 2018 the organisation is financially stable.
4) The partnership with the private sector organization is able to sustain the organisation's interventions.

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## REFORM's Programmes

### I – Local Development (TAMKEEN)

**REFORM** believes that unequal power relations represent the main obstacle hindering marginalised groups from participating in public life. In order to address and overcome this obstacle, we have developed a three-dimensional approach which encompasses the dialectical relationship between target groups' needs, existing opportunities and mechanisms to foster more responsive governing bodies.

Thus, the organisation's interventions aim at:

1) Identify the needs of the target group through action-oriented participatory research.

2) Analyse the social structures that regulate the relationships between various social components in order to define a comprehensive development vision.

3) Develop appropriate and effective intervention strategies that engender participatory mechanisms and strengthen community ownership of developmental processes.

4) Facilitate developmental processes that are responsive to the people's needs, not only economical aspects but also fostering social mobilisation processes that contribute to the sustainability of economic empowerment; and enhance access of marginalised groups in the hard-to-reach communities to public life through:

> A) Building and developing the individual capabilities of women and youth on the levels of the awareness, skills, and supportive tools.

> B) Creating a supportive awareness atmosphere contributes to the sustainability of transforming the power relations between different social groups and develops a value chain enabling the said groups to lead community developmental processes and enhance their ownership for these processes.

> C) Lobbying for sensitised policy change.

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## II – Governance & Public Policy

During the 90's, the Palestinian society has experienced a paradigm change in the political, economic and societal structures which has affected the social contract, produced new structural forms and partisan system, new forms of representation in the political sphere, and created power relations between different social components.

Based on this analysis, REFORM is calling for the renewal of the social contract for Palestinians as to bridge the asymmetrical relation of power, reform the level of participation of different social components, and develop the forms of representation based on pluralism and citizenship values. To this end, REFORM engages both civil society and the official actors towards framing an interactive relation among individuals/communities and governing bodies. This program also aims at promoting in-depth analysis processes that are capable of offering constructive critique of values, laws and public awareness and reforming general statuary tools.

The Government and Public Policy program seeks to achieve the following goals:

1- Strengthening the Palestinian public's capacity to participate in the decision making processes and positions.

2- Tracking the performance of decision makers associated with individual and collective rights.

3- Improving the access of women and youth to decision making positions.

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## III – Social Transformation

**REFORM**'s Social Transformation programme aims at increasing social cohesion and solidarity, specifically focusing on bridging the gap between polarised groups. To this end, REFORM seeks to promote national harmony through the establishment of safe acting platforms which encourage broad-based participation grounded in the principle of intellectual pluralism: "I may not agree with what you say, but I will defend to the death your right to say it!" (Voltaire). **REFORM** teaches participants how to apply practical research methodologies in order to address conflict/crisis situations within Palestinian society, focusing on finding common ground between the contradicting parties.

**REFORM**'s Social Transformation programme teaches participants and community members to deal with difference and to at least see the value of listening to voices that do not necessarily represent their own views. It engages participants in a process of deep cultural analysis and rethinking of prevailing values. In doing so, the Social Transformation programme works towards developing a social incubator for local development processes through identifying major social fault lines, which could jeopardise the rights and needs of marginalised groups, and bridging gaps between them.

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# REFORM's Programmes

<span style="color:orange">▬</span> funded

<span style="color:gray">▬</span> applied for fund

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Project I **Core fund**          Donor I Malta Representative office          Duration I 12 Months

Core fund, maching grant for the Innovation Hub.

Status Submitted

Project I **Core fund** (matching grant)          Donor I Malta Representative office          Duration I 7 Months

Core fund, stabilisation of initiatives in refugee camps.

Status Completed

Project I **Cultural Exchange Partnership**          Donor I

MEUSAC will fund youth exchanges between REFORM and partner, Tas-Sliema Local Council, in which the objectives are to foster intercultural communication and youth and women's leadership skills.

Status In Progress

# Local Development (TAMKEEN)

Project I **Platform to Act**          Donor I GIZ          Duration I 7 Months

This project aimed at stabilising initiatives that began through TATWEER, which aimed at further engaging target groups in public life.

Status Completed

Project I **Hand-in-Hand Innovaton Hub**          Donor I GIZ          Duration I 18 Months

The Innovation Hub seeks to contribute to bridging the gaps between the various community components on both social and economic levels; 1) providing a safe and interactive platform to enable all members of different groups of society to participate in decision making processes, especially youth and women; 2) to improve their living conditions by developing untraditional production patterns, enhancing cooperation and partnership between targets groups, and increasing social responsibility of the private sector.

Status On Going

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Project I **Enterprising Communities**        Donor I                    Duration I  6 Months

This project will pilot job creation by fostering economic activity in the area of agriculture and strengthening business associations and councils; increasing incoming generating opportunities especially for unemployed young adults and women (WB: Area C, seam zone of Qalqiliya, surrounding villages); strengthen business associations by positively influencing local authorities and private sector to become more responsive to the potential of local communities for economic development.

Status Submitted

Project I **Rooftop Café**        Donor I                    Duration I 48 Months

This project aims to inspire, train and support young adults to create sustainable livelihoods locally and build a more resilient, sustainable and fair national economy; to grow an awareness of the demand for Palestinian community enterprise locally; to foster an environment responsive to innovative business ideas designed by local communities and developed in partnership with the private sector.

Status Submitted

## Government and Public Policy

Project I **MARSAD** Government Performance Observatory Donor I        Duration I 48 Months

MARSAD aims to enhance civic participation in decision making in Palestine through public consultation and monitoring regulatory processes, especially with youth and women, in cooperation with PLC members and parliamentary blocks.

Status Submitted

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Project I **TATWEER**  Donor I GIZ  Duration I 18 Months

TATWEER aimed at building and developing the capacities of CBOs, CSOs and Popular committees in different rural areas, including refugee camps, and enhancing the younger generation's participation in public life and decision making in the targeted localities.

Status Completed

Project I **School of Leadership**  Donor I  Duration I

To build the capacity of young potential leaders through long-term leadership programs, shadowing processes, and engaging them in structural and cultural reform.

Status In Progress

Project I **Procurement and Recruitment System** (PRS)  Donor I  Duration I

This System developed by REFORM aims at enhancing the level of good governance within NGOs, expand the partnerships and decision making processes within them, ease the accessibility of information for formal bodies on procurement and recruitment processes, and to further engage the Palestinian public's access to information on these NGO processes.

Status In Progress

## Social Transformation

Project I **Tattam**  Donor I  Duration I

Tattam enhances the capacities of underprivileged communities in Area 'C' and focuses on social transformation, raising awareness of human rights and enhancing jurisdiction as well as the protection and security of marginalised groups.  Status In Progress

Project I **BRIDGES**  Donor I GIZ  Duration I 18 Months

Bridges aimed at establishing community service groups in different rural areas including refugee camps. It also focused on building the capacity of social mobilisers lobbying for decision making processes that are more responsive to people's needs.

Status Completed

**Project ▎Path to Justice**       Donor ▎German Representative Office       Duration ▎6 Months

Path to Justice aimed at building the capacity of two community services groups in Bethlehem and Hebron in documenting Gender Based Violence (GBV), lobbying decision makers at the municipal and national level, and using social media to contribute towards combating GBV.

Status **Completed**

**Project ▎GUSU**       Donor ▎ACEID       Duration ▎12 Months

GUSU aims at combating Jerusalem isolation, bridging cultural and social gaps between Jerusalem and its surrounding areas  and creating responsive systems that value the voices of youth and women and fostering youth and women participation in the Palestinian public life.

Status **On Going**

**Project ▎Social Harmony (WI'AM)**       Donor ▎       Duration ▎12 Months

The Project focuses on restoring social cohesion between Gaza and WB and engaging in constructive social dialogue which contributes to the creation of pluralistic  patterns, combatting exclusion based on political affiliation.

Status **In Progress**

**Project ▎INHAD**       Donor ▎       Duration ▎12 Months

INHAD aims to strengthen the Palestinian Identity of Jerusalemite Palestinians. It focuses on rebuilding bridges between Jerusalemites and their social surroundings. It aims to strengthening the participation of the youth and women in the Palestinian political life and revive the Palestinian collective identity. INHAD is a follow up project of GUSU I.

Status **Submitted**

**Project ▎Path to Justice II**       Donor ▎       Duration ▎12 Months

Path of Justice II focuses of empowering women in marginalised areas, supporting their activism, documenting in human rights violations against women, and increasing the number of active women.

Status **In Progress**

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## Stakeholder Analysis I Donors & Partner

■ funded

■ applied for fund

| Donor I **GIZ** | Project I **Bridges** | Duration I **18 Months** |
|---|---|---|
| | Project I **TATWEER** | Duration I **18 Months** |
| | Project I **Hand-in-Hand Innovation Hub** | Duration I **18 Months** |
| | Project I **Platform to Act** | Duration I **7 Months** |

| Donor I **German Rep. Office** | Project I **Path to Justice** | Duration I **6 Months** |
|---|---|---|

| Donor I **AECID** | Project I **GUSU** | Duration I **12 Months** |
|---|---|---|

| Donor I **Malta Rep. Office** | Project I **core fund** (matching grant) | Duration I **6 Months** |
|---|---|---|

| Donor I **not specified** | Project I Path to Justice II | Duration I 12 Months |
|---|---|---|
| | Project I INHAD | Duration I 12 Months |
| | Project I Cultural Exchange Partnership | Duration I 12 Months |
| | Project I MARSAD  Goverment Performance Observatory | Duration I 48 Months |
| | Project I Enterprising Communities | Duration I 12 Months |
| | Project I Rooftop Café | Duration I 48 Months |
| | Project I Tattam | Duration I 18 Months |
| | Project I Social Harmony (WIÀM) | Duration I 12 Months |
| | Project I Procurement and Recruitment  System (PRS) | Duration I 12 Months |
| | Project I School of Leadership | Duration I 36 Months |

Possible Future Donors and Partners:

MEUSAC - The Malta-EU Steering and Action Committee   •   UNDEF - The United Nations Democracy Fund   •   Polish Representative Office   •   EU - Civil Society Organisations and Local Authorities   •   Swiss - Representative Office of Switzerland   •   UNDP - United Nations Development Programme   •   Swedish Representative Office   •   Norway Representative Office   •   UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women   •   ADA - Austrian Development Cooperation

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## Private sector

REFORM works hard to develop relationships of trust with the Palestinian private sector, including large chains and medium-size independent businesses, as part of the Association's mission to develop a pattern of investment in community enterprise, as a move away from unsustainable 'donations'. REFORM has had some success in establishing partnerships with major private sector businesses aiming at enhancing their social responsibility.

## Public sector

REFORM enjoys strong working relationships with the Ministry of Labour, the Ministry of Education, the Council for Higher Education, the Ministry of Culture and the civil society organizations commission. The Association regularly holds weekend solutions and hearing sessions as part of its unconventional lobbying and advocacy methodology which involves bringing the youth directly in touch with those endowed with executive power to make decisions which affect their everyday lives.

## Civil Society

REFORM is a member of the "development cluster", which includes the organisations: Stars of Hope, Al-Ufuq and Partners in Development, and TPFS- Palestine. In addition, REFORM cooperates with MIFTAH – The Palestinian Initiative for the Promotion of Global Dialogue and Democracy as well as the Popular Committees in various refugee camps across the West Bank.

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## REFORM's Impact

REFORM works to affect sustainable change for the benefit of society - and the most marginalised in particular - at the individual, community and institutional levels. Through a combination of awareness-raising, capacity building, training and mentoring, women and youth participants are engaged in a long-term process of transformational change whereby they are equipped with tools to critically analyse their own attitudes and behaviours in acknowledgment of the forces that inform and reinforce these patterns of interaction or social structures. Through the application of this newly acquired knowledge, participants are able to influence their wider community as a network of change agents capable of challenging prevailing norms expressed through unfair structures of hierarchy and exclusiveness.

REFORM has a policy of actively reaching out to communities with a particular need of safe spaces for women and youth where protection threats are relatively high and access to services is limited, such as in Area C, E1, East Jerusalem, refugee camps, Gaza Strip and the 'seam zone' beside the segregation wall. Moreover, REFORM supports communities to lead local development through establishing viable community enterprises in their communities to meet local needs and enhance the self-sustainability of their communities. To ensure the viability of interventions on the individual and community level, REFORM recognises the importance of institutionalising value shifts occurring on the grassroots level and seeks to influence the institutional level by advocating for policy reform and building coalitions to build on momentum and replicate successful models for change through information sharing and the exchange of experiences.

How does REFORM measure the success of its strategy and interventions?

REFORM measures the applicability of its strategy and the success of its interventions through an on-going process of evidence-based monitoring and results-based management, focused on the outcome and impact level of interventions in order to measure actual outcomes in comparison with expected or planned outcomes. Specifically, REFORM uses RoC (Reflection on Changes) methodology to assess the effectiveness of its approach and interventions. The RoC methodology consists of the following steps:

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1) Before the project has begun: We develop a baseline together with the participants/ potential participants of the project using methods of participatory action research (PAR).

2) 3 months into the project: We allow participants to reflect on changes that they see and feel in their personalities and among their community.

3) 6 months into the project: We allow external evaluators to reflect on the changes that they seed in the target groups and their surroundings.

4) 3 months after the first year of the project: We track personal and societal changes and document observations by undertaking action research if needed.

The Reflection on Changes (RoC) methodology is a unique monitoring and evaluation framework that was developed by GIZ and adapted by REFORM to adequately reflect the needs of the organisation and its beneficiaries as well as the contexts in which REFORM works.

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