



## Table of Contents

Introduction.....	3
Our Story and Identity .....	4
Tools and Approaches .....	5
Theory of Change: Visual Representation .....	6
Our Vision, Mission, and Guiding Principles .....	8
Analysis of the External Environment .....	9
General Statistics: Men and Women in Palestine .....	9
National Development Agenda .....	11
Justice Sector .....	13
Gender Equality and Women Empowerment .....	14
Sustainable Development Goals .....	15
Key Stakeholders .....	16
Analysis of the Institutional Environment .....	17
Strategic Framework .....	21
Financial plan and Program Budget .....	30

## Introduction

The third Strategic Plan of the Palestinian Association for Empowerment and Local Development – REFORM (2019-2021) comes as a continuation of the development journey that was initiated in 2012 by a small group of social and political activists, who sought to achieve social development and affect social change in Palestine.

We feel pride that upon six years of our establishment, our programs and projects are still adopting the same directions of REFORM's founders. These directions are related to strengthening the public systems' responsiveness to the needs of the Palestinian public and combating polarization among various components within Palestinian society on geographical and/or political bases. Our interventions are still thriving to ensure pluralism, promote social cohesion within Palestinian society as well as to establish safe interactive spaces for Palestinian youth in order to enable them to express their hopes and aspirations. In doing so, the level of partnership in leading development processes on both social and economic sides will be greatly enhanced.

Today, this experience constitutes the cornerstone of our Association's vision for a better future and its mission towards strengthening its innovative role and partnerships at the local, national and regional levels. We are confident in our innovative work approaches, our diverse institutional capabilities, our dedicated staff, and our programs that are based on human and communities' needs.

Our pride in what we offer to our target groups motivates us to partner with them. We express our deep gratitude to all our institutional and individual partners, both locally and internationally, as well as our staff members and volunteers who work tirelessly to achieve REFORM's goals.



Mr. Oday Abu Karsh

The General Manager  
of the Palestinian  
Association for  
Empowerment and  
Local Development -  
REFORM

Ramallah, Palestine

March 2019

## Our Story and Identity

With the establishment of the Palestinian National Authority following the Oslo Accords in the early 1990s, the nature of the social contract changed. The participatory mechanisms of representation were greatly affected, as they became more exclusive. New forms of structural and partisan systems, which benefited a minority of Palestinians arose, as they were inconsistent with the needs and expectations of the Palestinian public. These changes affected not only the relations between individuals in society, but the relationship between people and the governing structures. As a result, a vacuum formed between the general public and decision makers.

The long years of occupation coupled with its policies and practices have paved the way for internal power relations and conflicts to arise, including the Palestinian political split of the West Bank and the Gaza Strip since 2007 as well as isolating Jerusalem from its social surroundings through the Apartheid wall. The power relations have deepened among the various social components on the basis of geographical areas, political affiliation and other considerations to become later institutionalized through categorizing Palestinian lands into (A, B, C) areas as stated upon in the Oslo Accords. These divisions later governed the access of different community components to

participation, citizenship and decision making processes at multiple levels.

These changes affected the Palestinian society even after the Oslo period, resulting in an equal access of Palestinians to public facilities and services, leaving the majority of the state, upon which the agreement was based, for more than 20 years facing their issues on their own. This

The Oslo Accords - which was supposed to constitute a transitional period of five years - is then evolving into a comprehensive agreement that ends the occupation and sets for the establishment of a Palestinian state on the 1967 borders.

This agreement lasted for another 20 years until writing this strategy producing Palestinian security and civilian control over approximately 12% of the geography of the Palestinian state.

While the Palestinian civilian jurisdiction was limited to 22% of the geographical area within Area B, while the rest of the territory was left under the direct occupation control of the civil and security sides, amounting to 66% of the land on which the agreement was based.

has deepened the marginalization of some areas, especially Bedouin communities, and Area C, Jerusalem and refugee camps. Therefore, power relations between these areas have led to the deterioration of the Palestinian public ability to access public institutions. In addition, segregation among social, economic, geographical as well as

political considerations began to appear.

Being aware of the impact of the above changes, the Palestinian Association for Empowerment and Local Development - REFORM was established by a group of young social and political activists in 2012 to incubate new approaches for social and economic development in Palestine and respond effectively to the multiple needs of its targeted audience. Moreover, the association sought to provide tools, knowledge and resources to combat inequalities related to the public's access to public service facilities - on the basis of gender, age, area, place of residence and other classifications - and facilitate social

reform and cohesion. In this way, the partnership of Palestinians in shaping policies that are more responsive to their political needs has been enhanced, and the living conditions of Palestinians have greatly improved. This has been parallel to the creation of a Palestinian governing system that responds to the needs of

## Tools and Approaches

REFORM employs a holistic method of 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 behaviours in order to address unequal treatment, unfair practices and unrepresentative policies premised on assumed power hierarchies of money, prestige and gender, and develop a social incubator for the developmental process.

REFORM also works to create safe spaces as a platform to support community-led initiatives, and to enable the targeted community members to exchange experiences and knowledge. In this way, the targeted audience will be equipped with the needed tools to lead developmental mobilization processes through enhancing the complementarity and partnership among various community components.

marginalized groups within Palestinian society, specifically women and youth, and respects the individual and collective rights of Palestinians.

REFORM is also committed to ensuring the participation of its target groups in the processes of developing and designing all of its projects. To achieve this, REFORM uses its partnerships and networks in various areas it has targeted as well as various communication tools and direct meetings with its beneficiaries to enable all stakeholders and multiple partners to brainstorm for creative methods and innovative ideas and to lead the implementation process of these projects.

REFORM adopts its interventions on the basis of improving the partnership of its target audience in public life, bridging the gaps and enhancing the coordination amongst different community components. Therefore, REFORM continues to establish safe spaces that enable the targeted audience from all the targeted areas to meet and have equal opportunities to reflect on their issues with regards to their participation, as well as their living conditions.

Through its interventions, REFORM also works to build and develop the capacities of marginalized groups, encourage productive and cooperative approaches in order to enhance the economic independence of marginalized communities. Moreover, great efforts have been made by the association to improve the responsiveness of systems and policies to the needs of marginalized groups, and promote the ownership of the target communities in the development process to be able to effectively combat polarization within society and promote a collective culture that ensures a broad participation based on the principles of

citizenship as well as individual and collective

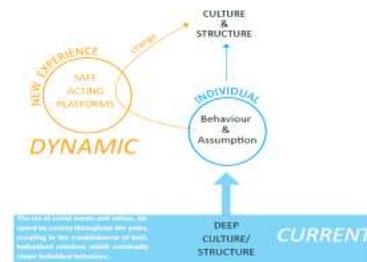
rights.

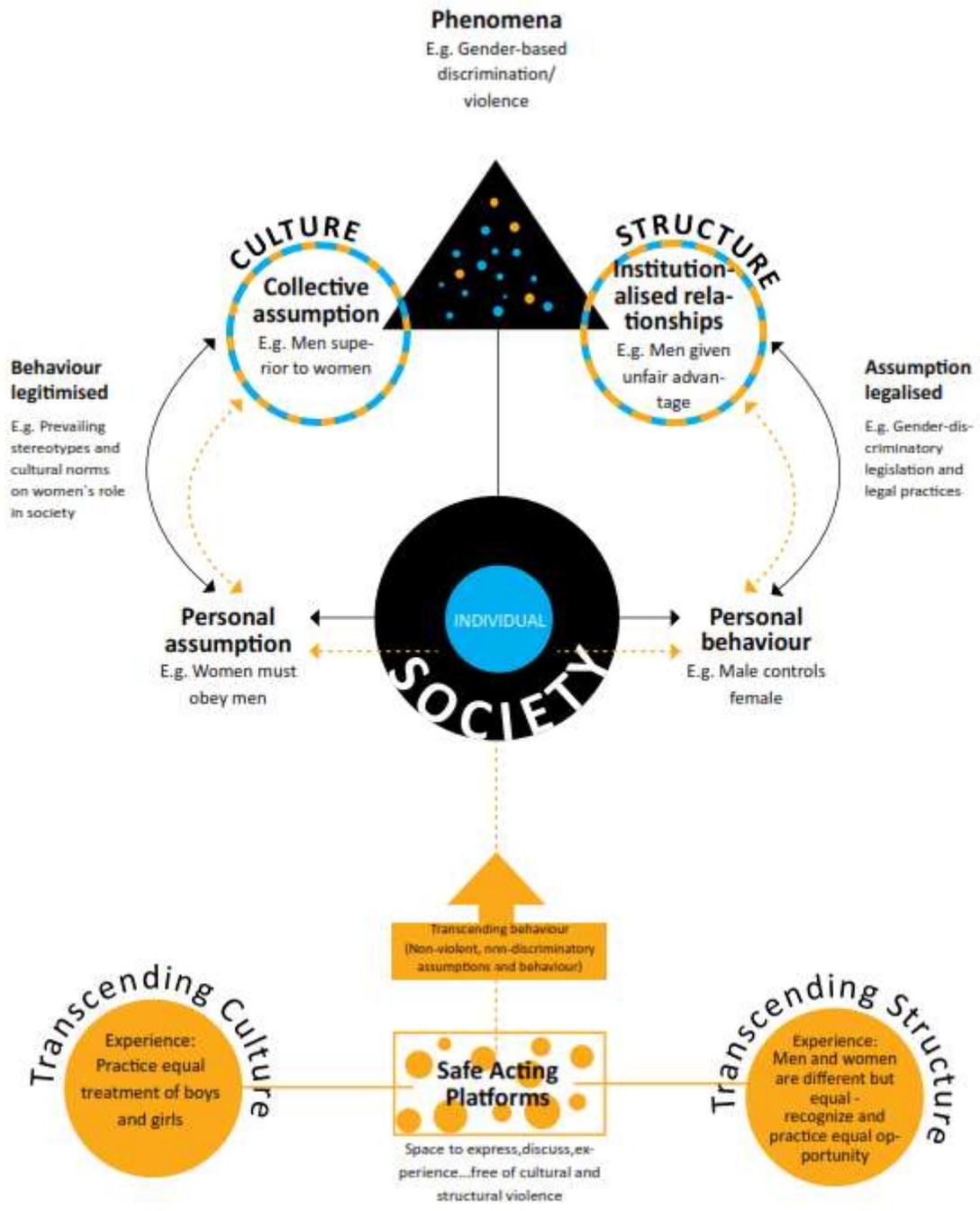
## Theory of Change: Visual Representation

Positive transformation in cultural and structural frameworks (social development) is a prerequisite for achieving sustainable development within society. This transformation can occur only if personal assumptions towards certain ideas, people, and events -that were developed earlier through deep culture and structure- were transcended.

Individual assumptions are a mental image that is developed over time and is derived from deep cultural systems - mostly - and transformed over hundreds of years into values which are passed down from generation to generation. In fact, these values also regulate

the motives behind individual behaviors towards certain phenomenon. Thus, reforming cultural systems that govern the behaviors of individuals in society, is achieved only through raising their awareness of these assumptions, enhancing their analytical skills, and providing interactive and responsive spaces that are capable of bringing together various community components in order to transcend those motives.





## Our Vision, Mission and Guiding Principles

### Our Vision

REFORM contributes to empowering marginalized groups by striving 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.

### Our Mission

REFORM adopts a strategy of sustainably empowering marginalized groups, in particular women and youth from hard-to-reach communities. We achieve this through establishing safe acting platforms and encouraging community-led developmental processes. In this way, a more inclusive governing system is shaped that is responsive to people's needs. By addressing various social fault-lines and enhancing the individual and collective abilities of women and youth, we seek to contribute to the formation of a fairer society. In this society, women and youth can take leading roles in public life and governing bodies.

### Our Guiding Principles

<b>Participation</b>	<ul style="list-style-type: none"><li>•We believe that promoting comprehensive participation in Palestinian society is a prerequisite to empowering marginalized groups and improving their living conditions.</li></ul>
<b>Transparency and Accountability</b>	<ul style="list-style-type: none"><li>•We hold that access to information is an inviolable right for every Palestinian, supporting transparency and accountability throughout society.</li></ul>
<b>Sustainability</b>	<ul style="list-style-type: none"><li>•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.</li></ul>
<b>Integrity</b>	<ul style="list-style-type: none"><li>•We seek to enhance our human and institutional capacity with the aim of ensuring effectiveness and transparency in everything we do.</li></ul>
<b>Ownership</b>	<ul style="list-style-type: none"><li>•We champion a needs-based approach, strengthening local capacities to lead community development.</li></ul>

## External Environmental Analysis

### General Statistics: Women and Youth in Palestine

Based on the results of the General Census of population, housing, and establishments in 2017, the population of Palestine reached to 4.78 million; 2.43 million of which are males and 2.35 million are females. 2.88 million of the total population live in the West Bank; 1.47 million males and 1.41 million females. On the other hand, 1.90 million people live in the Gaza Strip; 963 thousand males and 936 thousand females. The sex ratio was 103.6 males per 100 females in Palestine.

The Palestinian society is considered a young one. The data of the General census of population, housing and establishments that was conducted in 2017 indicate that the percentage of individuals aged less than 15 years was 38.9%; 39.2% males and 38.5% females. Youth (15-29 years old) accounted for 29.4%, and individuals (30-64 years old) accounted for 28.5%. Those aged 65 years old and above take up 3.2 % of the total population of Palestine, distributed by 45.6% for men and 54.4% for women.

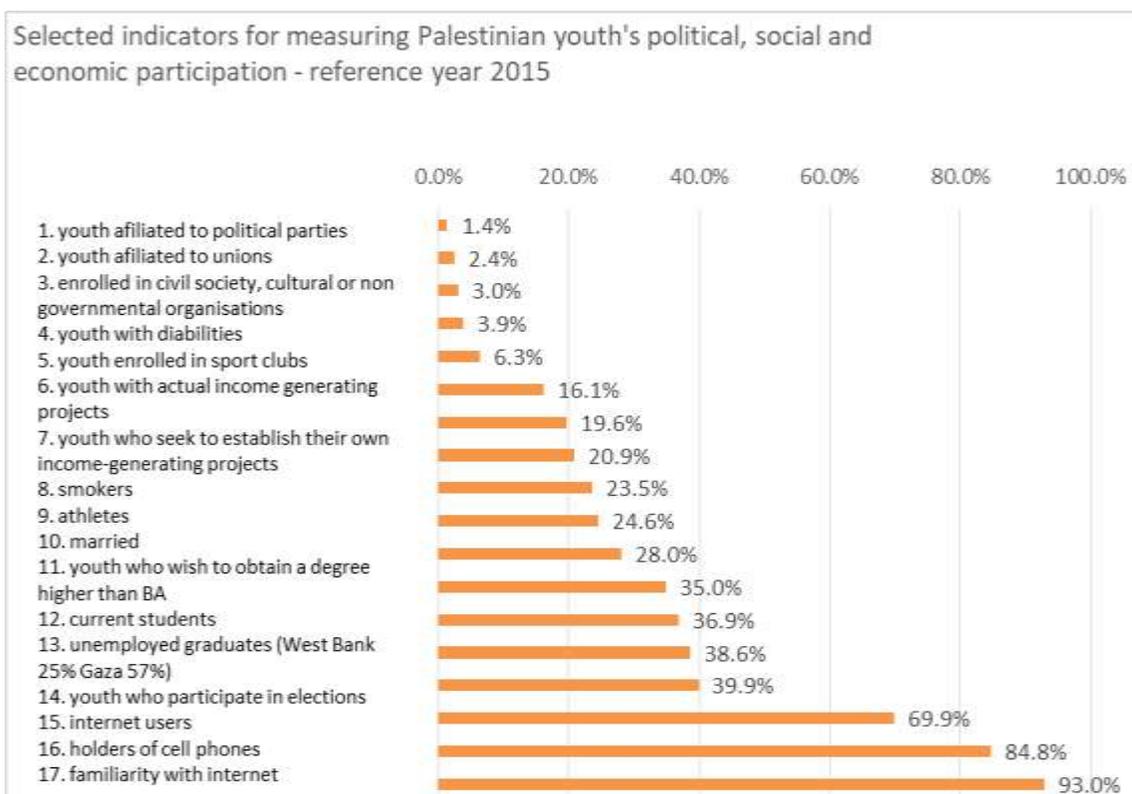
Data from 2015 indicated that the proportion of the refugees in Palestine reached 41.5% of the total Palestinian population. The data also revealed that 24.4 % of the west bank population is refugees, while the percentage of refugees in the Gaza strip is 68.5%.<sup>1</sup>

Data also showed that 79.4% of young people (15-29 years old) believe that ending the occupation and building the state is the main priority for Palestine. Improving the living conditions comes right after that with 7.3%. It is noted that there is a consensus on these priorities among youth in the West Bank and Gaza Strip (males and females).

However, due to the difficult political situation that the Palestinian society is witnessing, Palestinian youth are not encouraged to participate in national decision making processes or in finding solutions to the national issues. The following graph demonstrates a selection of indicators to measure the participation of Palestinian youth on the political, social and economic levels.

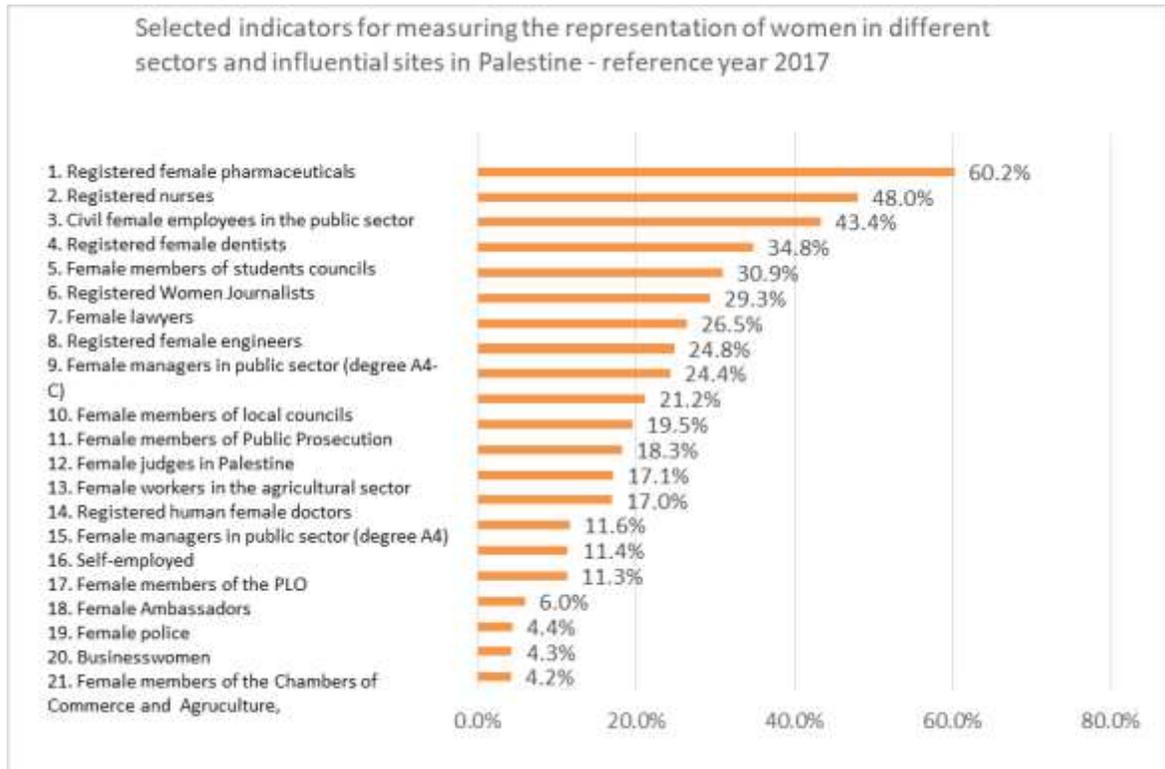
---

<sup>1</sup> Palestinian Youth Survey, Palestinian Central Bureau of Statistics, 2015.



Multiple statistics compiled and graphically presented according to the Palestinian Youth Survey, Palestinian Central Bureau of Statistics, 2015

As for Palestinian women, despite achieving many developments in fields related to women, the government's national reports and agendas state that the social, political and economic challenges associated with gender equality and women empowerment are still hindering national and international partners from implementing their interventions successfully in this regard. The following table presents a selection of key indicators on the status of women and men to measure the level of women participation in different sectors, and identify the gaps that hinder the full participation of women.



Multiple statistics compiled and graphically presented based on the Gender Report issued by the Palestinian Central Bureau of Statistics, 2017

### National Development Agenda

As part of its ongoing efforts towards achieving development and reform, the Government seeks, through this National Policy Agenda (2017-2022), to improve the quality of services provision and strengthen the responsiveness of public institutions to the needs of citizens while ensuring justice and equality of access to these services. The government also strives for enhancing its accountability, transparency, and the optimal investment of its available resources.

In order to ensure the sustainability of the developmental processes, the government works to increase its economic independence and provide an appropriate investment environment that contributes to the development of the Palestinian industry and ensures decent work opportunities for all citizens. The government, therefore, is committed to reducing poverty, providing adequate and integrated social protection systems for the poor and marginalized groups, enhancing the public's access to justice, promoting gender equality, empowering women and securing a better future for Palestinian youth.

The government is also devoted to providing quality and comprehensive education for all, as well as quality health care services for all Palestinians. As part of its efforts towards increasing the resilience of

all citizens on their land, the government seeks to strengthen security and the rule of law, provide basic needs, promote agriculture and rural communities, and ensure environmental sustainability through the sustainable management of natural resources, as well as through promoting Palestinian identity and cultural heritage.

The objectives of REFORM align with many of national policies set out in the National Agenda. The following policies and interventions have been monitored:

The relevant national policy	The relevant interventions
<b>Intensifying national and international efforts to end the occupation.</b>	<ul style="list-style-type: none"> <li>• To extend sovereignty over the entire territory of the State of Palestine on the 1967 borders, including East Jerusalem, and to lay the legal foundations for that sovereignty.</li> <li>• To consolidate the status of East Jerusalem as the Capital of the Palestinian State.</li> </ul>
<b>Achieving the unity of the land and the Palestinian people: one land, one people.</b>	<ul style="list-style-type: none"> <li>• To Modernize and harmonize the legal and legislative systems in accordance with the international obligations of the State of Palestine.</li> <li>• Strengthen the ties with Palestinians wherever they may be, and enhance their contribution to nation-building and independence.</li> </ul>
<b>Embodying democratic practices within the Palestinian State.</b>	<ul style="list-style-type: none"> <li>• Promote the respect for the principles of pluralism, equality and non-discrimination, and safeguard the fundamental rights and freedom of citizens.</li> </ul>
<b>Improving the level of public services provision to citizens.</b>	<ul style="list-style-type: none"> <li>• Developing a strategy to improve the services provided to citizens at various levels and to implement them in cooperation with partners, focusing on the marginalized areas, in particular Area C and East Jerusalem.</li> <li>• Launching the Government E- Portal that provides basic services to citizens.</li> <li>• Strengthening partnership and complementarity in service delivery with non-governmental organizations and the private sector.</li> </ul>

The relevant national policy	The relevant interventions
<b>Enhancing Accountability and Transparency.</b>	<ul style="list-style-type: none"> <li>• Enhancing transparency within the governmental bodies, specifically with regards to the access to information.</li> <li>• Gender mainstreaming in governmental policies, programs and budgets.</li> </ul>
<b>Building the foundations of the Palestinian economy.</b>	<ul style="list-style-type: none"> <li>• Bridging the development gap between the northern and southern governorates.</li> </ul>
<b>Providing social protection frameworks for poor and marginalized groups.</b>	<ul style="list-style-type: none"> <li>• Developing and institutionalizing social responsibility as well as promoting social dialogue.</li> <li>• Strengthening and enforcing human rights legislations.</li> <li>• Ensuring equal access to justice services, particularly for women and juveniles, and enhancing the complementarity within the justice sector.</li> </ul>
<b>Promoting gender equality and empowering women.</b>	<ul style="list-style-type: none"> <li>• Eliminating all forms of discrimination and violence against women and girls.</li> <li>• Combatting the impediments that hinder the full participation of women in community, economic development and public life.</li> </ul>
<b>Our youth, our future</b>	<ul style="list-style-type: none"> <li>• Empowering Palestinian youth and building their capacities to participate effectively in public life and state building.</li> </ul>

## The Justice Sector

Article 6 of the Palestinian Basic Law states that “the principle of the rule of law shall be the basis of government in Palestine. All governmental powers, agencies, institutions, and individuals shall be subject to the law.” In addition, Article 9 states that "Palestinians shall be equal before the law and the judiciary, without distinction based upon race, sex, color, religion, political views or disability.”, whereas Article 10, paragraph 1, of the Law states that "basic human rights and liberties shall be protected and respected.”

The Palestinian political situation during the successive periods has imposed a certain system of justice that may not serve the future needs of Palestinians. The tyranny of the Israeli occupation forces has had a very negative impact on the justice sector and the rule of law. In fact, this negative impact is still present, at least partially in various aspects, as in the absence of a rule of law culture, the dominance

and "sovereignty" of the occupier, and the emergence of alternative conflict resolution mechanisms "informal judiciary", which replaced the formal judiciary systems that was under the occupation control. Therefore, citizen lost trust in formal judiciary, as the informal judiciary failed to comply with fair judiciary procedures and mechanisms, amid the presence of a national authority.

**The directions of REFORM intersect with the Strategy of the National Justice Sector, in different policies, the most important of which are:**

- The lack of Palestinian jurisdiction in the Palestinian areas as a result of the geographical division of Area A, B, and C.
- Update and develop the legal framework governing alternative conflict resolution mechanisms.
- Formulate permanent coordination channels with a clear and structural membership and develop a program to strengthen the role of civil society, and enhance the public's trust in the judiciary law.
- Facilitate the access of citizens, especially marginalized groups, to the services and justice facilities.
- Follow up and address the complaints of citizens.
- Greater use of technology and media to maximize the public's access to justice.

## **Gender Equality and Women Empowerment**

The Palestinian Declaration of Independence, the most important document in the Palestinian national history and the foundation of national legislation, ensures full equality among all Palestinians, women and men, in practicing public rights and freedoms without any discrimination. The document also proclaims the commitment of the State of Palestine to the principles and objectives of the United Nations and to the Universal Declaration of Human Rights. With this being said, Palestine joined a number of conventions and international covenants, including:

- Convention on the Elimination of All Forms of Discrimination against Women.
- Convention on the Political Rights of Women.
- International Covenant on Civil and Political Rights.
- Security Council Resolution 1325 (2006).
- General Assembly Resolution number 130.
- Beijing Declaration and Platform for Action.

The legal framework of the Amended Basic Law, as well as its preamble, forbids discrimination against women, and its provisions ensure the equality of all Palestinians before the law without any form of discrimination. The Palestinian Women's Rights Document (2008), adopted by the Palestinian President

on March 8 of that same year, issued by the Ministry of Women's Affairs and Women's Frameworks, describes the principle of equality of men and women in all civil, political, economic and social rights and the prohibition of discrimination against women and gives a source of guidance in enacting legislation and in developing plans and policies.

In March 2015, the PLO Central Council issued a resolution to achieve full equality for women and to enhance their participation in the PLO and all the institutions of the State of Palestine, with a minimum participation of 30%.

REFORM adopts a vision of the Cross-Sectoral National Strategy to promote gender equality and justice and empower women to pursue "a Palestinian society in which men, women, girls and boys enjoy equal rights and opportunities in the public and private spheres."

**REFORM's directions intersect with the Cross-Sectoral National Gender Strategy for Promoting Gender Equality and Equity in different areas, the most important of which are:**

- **The second Cross-Sectoral strategic objective:** To enhance the participation of women in decision-making positions in governmental and non-governmental institutions that have the highest impact on women and men by at least 10%.
- **The third Cross-Sectoral strategic objective:** Institutionalize the gender equality and equity issues and empower women in all official institutions.

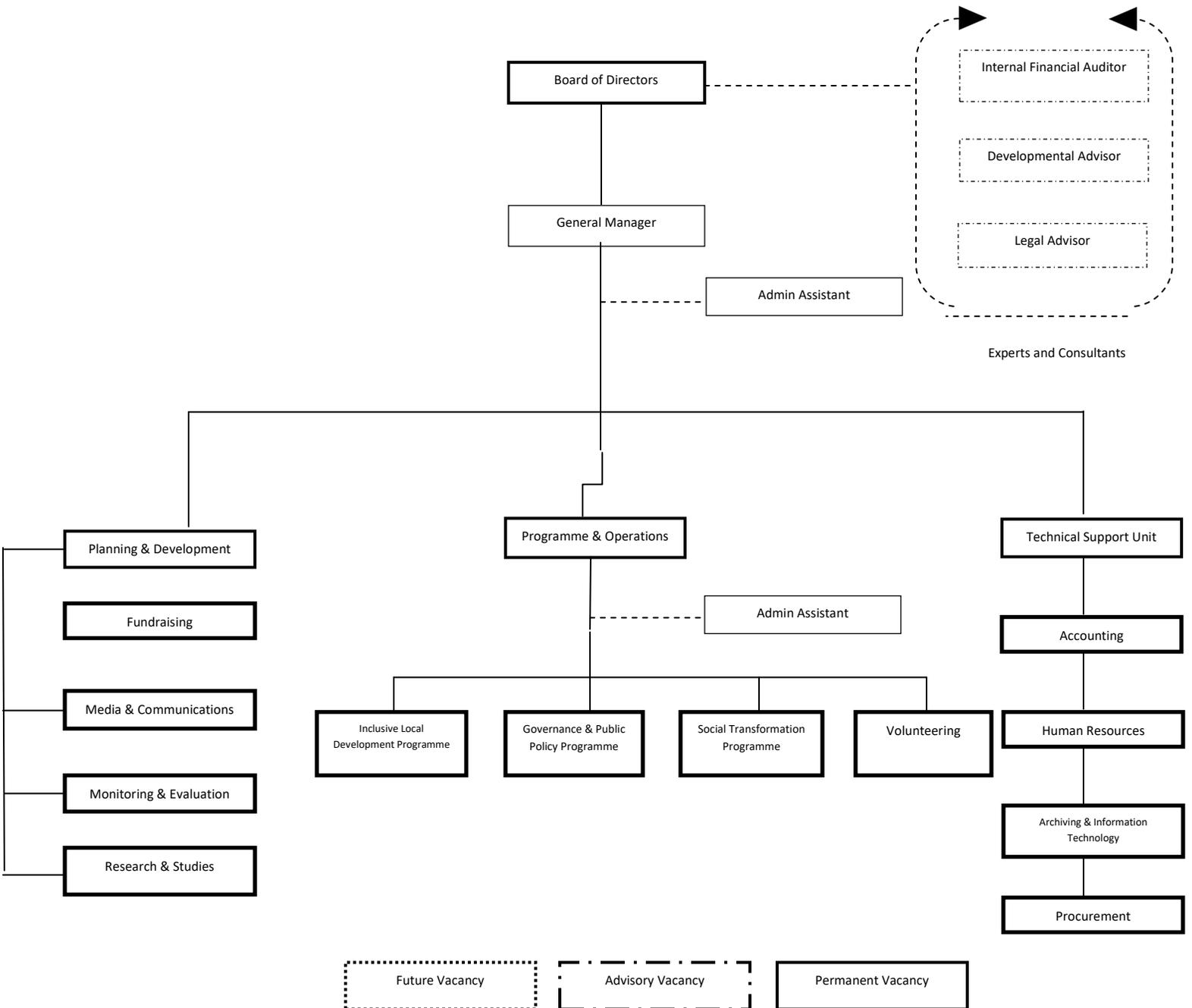
### **Sustainable Development Goals**

The Palestinian Association for Empowerment and Local Development – REFORM believes that adopting the sustainable development goals is a great plan for ensuring a better future for all. These goals address the global challenges we face, including those related to development, inequality, peace and justice. REFORM seeks to be an effective national partner, by aligning its goals and programs with the following sustainable development goals:

<p>Goal 5 - Achieve gender equality and empower all women and girls</p>	<ul style="list-style-type: none"> <li>• Women and girls continue to suffer discrimination and violence in every part of the world.</li> <li>• Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world.</li> </ul>
<p>Goal 10 - Reducing inequality within and between countries</p>	<ul style="list-style-type: none"> <li>• Economic growth is not enough to reduce inequalities between societies if that growth is not inclusive and does not include the three dimensions of sustainable development: economic, social and environmental dimensions.</li> <li>• To reduce inequalities, policies should be universal in principle, paying attention to the needs of disadvantaged and marginalized populations.</li> </ul>
<p>Goal 11 – Make cities and human settlements inclusive, safe, resilient and sustainable</p>	<ul style="list-style-type: none"> <li>• Citizens of all categories have a decision to manage their cities and communities to ensure a decent and healthy quality of life.</li> <li>• The phenomena of urbanization have produced different forms of inequality that require radical solutions.</li> </ul>
<p>Goal 16 – Peace, Justice and Strong Institutions</p>	<ul style="list-style-type: none"> <li>• To promote peaceful and inclusive societies for sustainable development, ensure an access to justice for all, and build effective, accountable institutions at all levels.</li> </ul>
<p>Goal 17 - Strengthening means of implementation and revitalizing the Global Partnership for Sustainable Development</p>	<ul style="list-style-type: none"> <li>• A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.</li> </ul>

## The Organigram of the Association

The following organigram was proposed in order for the association to be fully prepared for the operational development for the next three years:



# Strategic Framework



## Mission

REFORM adopts a strategy of sustainably empowering marginalized groups, in particular women and youth from hard-to-reach communities through establishing safe acting platforms and encouraging community-led developmental processes. In this way, a more inclusive governing system is shaped that is responsive to people’s needs. By addressing various social fault-lines and enhancing the individual and collective abilities of women and youth, REFORM seeks to contribute to the formation of a fairer society, where women and youth can take leading roles in public life and governing bodies.

**Strategic Direction 1**  
Consolidate the principles of civil peace and social cohesion within the rule of law.

**Strategic Direction 2**  
Improve the responsiveness of public systems to the needs of Palestinian citizens to promote good governance.

**Strategic Direction 3**  
Promote the participation of youth and women in local development efforts in their communities.

**Strategic Direction 4**  
Develop the human, technical and administrative capabilities of the Association.

**Goal 1.1**  
Combat polarization and fragmentation on the basis of political and geographical affiliation, gender as well as other divisions

**Goal 2.1**  
Developing and activating social accountability mechanisms for institutions and decision makers in the public and private sectors

**Goal 3.1**  
Engaging youth and women in developing strategies, plans and programs in local councils and NGOs

**Goal 4.1**  
Diversify and develop sustainable sources of funding for the association

**Goal 1.2**  
Enhance the access of local and marginalized communities to justice and security

**Goal 2.2**  
Promote active citizenship practices within Palestinian society as a basis for change and development

**Goal 3.2**  
Develop creative and innovative models for developing communities and address their needs through social entrepreneurial projects

**Goal 4.2**  
Develop the administrative and financial structure to ensure the efficiency and effectiveness of the association’s work

**Goal 1.3**  
**Promoting the concept and culture of civil peace and social cohesion at the local and national levels**

**Goal 2.3**  
Work with official bodies to develop alternatives to address jurisdictional gaps in Area C, including Jerusalem

**Goal 3.3**

**Goal 4.3**  
Develop individual skills and promote team spirit.



**Strategic Direction 1: Consolidate the principles of civil peace and social cohesion within the rule of law**

Objectives	Indicators	Interventions	2019				2020				2021						
			1	2	3	4	5	6	7	8	9	10	11	12			
Goal 1.1: Combat polarization and fragmentation on the basis of political and geographical affiliation, gender as well as other divisions	<ul style="list-style-type: none"> <li>60% of the target groups have an enhanced awareness and ability to identify and combat discrimination based on political, geographic and gender identity.</li> <li>80% of the participants in the exchange journeys have reflected on their developed understanding of</li> </ul>	Building the capacities of youth in applying scientific methodologies in social transformation and development tools.															
		The Innovation Hub has been expanded as a social incubator in the West Bank, the Gaza Strip and the diaspora.															
		Educational journeys amongst Palestinian communities to promote social															

	<p>their reality.</p> <ul style="list-style-type: none"> <li>10% of the participants in the exchange journeys have established joint working groups.</li> <li>The database of the Innovation Hub has included more programs and has incubated more beneficiaries in the West Bank, the Gaza Strip and the Diaspora by 50%.</li> <li>An increased access to a larger number of users and beneficiaries to the association's programs through indirect methods; media.</li> </ul>	<p>cohesion.</p>																	
		<p>Activate the Youth Radio station "Darb" as a media platform.</p>																	



	<p>of civil peace has increased by at least 50 activities per year.</p> <ul style="list-style-type: none"> <li>At least 30% of youth, including women, state that they have greater awareness on the concept of civil peace.</li> </ul>	<p>Conduct the Second National Conference for Strengthening Civil Peace and the Rule of Law.</p>																		
	<p>Organize youth events on issues related to civil peace.</p>																			



**Strategic Direction 2: Improve the responsiveness of public systems to the needs of Palestinian citizens to promote good governance.**

Objectives	Indicators	Interventions	2019				2020				2021					
			1	2	3	4	5	6	7	8	9	10	11	12		
Goal 2.1: Developing and activating social accountability mechanisms for institutions and decision makers in the public and private sectors	<ul style="list-style-type: none"> <li>The number of hearing and accountability sessions has increased by at least 10% per year (from the previous year).</li> <li>At least 50% of the indirect beneficiaries clearly indicate that the targeted audience has become more engaged in the decision-making</li> </ul>	Building the capacity of citizens, especially marginalized groups, to participate in decision making processes.														
		Organize hearing and accountability sessions for decision makers in the public and private sectors.														
		Activate the Innovation hub as a safe platform for strengthening dialogue between citizens and the decision-makers, as well as a space for an area for enhancing the responsiveness of														

	<p>process.</p> <ul style="list-style-type: none"> <li>Three new sub-hubs have been established.</li> <li>Six effective youth groups have been established to monitor public policies and discuss public issues.</li> </ul>	<p>public policies towards the needs of citizens.</p>	
<p>Goal 2.2: Promote active citizenship practices within Palestinian society as a basis for change and development</p>	<ul style="list-style-type: none"> <li>120 topics related to citizenship issues annually on the association's radio program have been broadcasted.</li> <li>The views on the association's radio programs and social networking sites</li> </ul>	<p>Prepare and broadcast the "Citizenship Issues under a Microscope" program on local and online stations.</p>	
		<p>Promote a model that represents the importance of active citizenship in building societies through creative initiatives.</p>	

	<p>have been increased by at least 30% per year.</p> <ul style="list-style-type: none"> <li>▪ The number of educational journeys has been increased by at least 10 additional trips per year.</li> <li>▪ The number of youth and women participating in capacity building journeys has been increased by 50%.</li> <li>▪ Increased number of initiatives implemented on citizenship issues.</li> <li>▪ 60% of the target groups are more aware of the importance of active citizenship.</li> </ul>	<p>Conduct capacity building program for youth on citizenship issues, principles and practices.</p>	
<p>Goal 2.3: Work with official bodies to develop alternatives to address jurisdictional gaps in Area C, including Jerusalem</p>	<p>The number of memorandums of understanding between NGOs, local government bodies and ministries has</p>	<p>Develop better coordination mechanisms between NGOs, local government bodies and</p>	

	been increased.	ministries.												
	Increased number of targeted communities.	Activate innovative solutions to facilitate the citizens' access to public services in Area C.												
	Innovative solutions have been developed to facilitate the public's access to public services.	Monitor the needs of the target areas through implementing action researches and participatory studies and promote it through media.												
	The number of action researches and participatory studies to monitor the needs of citizens and identify proper lobbying tools has been increased.	Activate lobbying tools for equal access to services in Area C.												



**Strategic Direction 3:** Promote the participation of youth and women in local development efforts in their communities.

Objectives	Indicators	Interventions	2019				2020				2021						
			1	2	3	4	5	6	7	8	9	10	11	12			
Goal 3.1: Engaging youth and women in developing strategies, plans and programs in local councils and NGOs	<ul style="list-style-type: none"> <li>The percentage of youth and women participating in the planning process has increased by 50%.</li> <li>Effective communication channels among youth, women and local councils have been established.</li> <li>The number of initiatives and community projects implemented has</li> </ul>	Building and developing the capacities of women's and youth organizations and associations to maximize their role in local planning processes.															
		Facilitate communication between youth and women on the one hand and local authorities in the targeted areas on the other hand through															



**Strategic Direction 4:** Developing the human, technical and administrative capabilities of the Association.

Objectives	Indicators	Interventions	2019				2020				2021					
			1	2	3	4	5	6	7	8	9	10	11	12		
Goal 4.1: Diversify and develop sustainable sources of funding for the association	<ul style="list-style-type: none"> <li>▪ Feasibility studies.</li> <li>▪ The diversity in the donor database has been ensured and at least two additional donors have been added to the database per year.</li> <li>▪ The annual budget has been increased to 700 thousand dollars per year.</li> <li>▪ Increased number of stable partnerships with governmental and private sectors.</li> <li>▪ Increased number of staff specialized in writing project proposals and fund raising.</li> </ul>	Allocate a special team for writing project proposals and fundraising.														
		Diversify the association’s donor database to ensure sustainability.														
		Initiate partnerships with the public and private sectors.														
		Conduct feasibility studies for some projects that may be income-generating.														
		Provide services that align with the association’s field of work and principles.														





# Financial plan and program budgets

REFORM aims to work in the next three years on an annual budget of about 700,000 to 800,000 US dollars distributed on the following four objectives:

Direction	2019	2020	2021
To consolidate the principles of civil peace and social cohesion within the rule of law	300,000 USD	300,000 USD	300,000 USD
To improve the responsiveness of general systems to the needs of Palestinian citizens to promote good governance.	200,000 USD	200,000 USD	250,000 USD
Promote the participation of youth and women in local development efforts in their communities.	150,000 USD	200,000 USD	200,000 USD
Developing the human, technical and administrative capabilities of the Association.	50,000 USD	50,000 USD	50,000 USD
<b>Total</b>	<b>700,000 USD</b>	<b>750,000 USD</b>	<b>800,000 USD</b>