



ANNUAL REPORT

2022



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



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A.

10
YEARS

**OF EMPOWERING
YOUTH AND
PROMOTING
COHESION AND
DIVERSITY**

YEARS

The graphic features a large orange square on a light orange background. Inside the square, the text 'A.' is in a teal box, '10 YEARS' is in large teal and white font, and the main title is in white. Abstract white and teal lines, including concentric circles and curved paths, are scattered across the square. The word 'YEARS' is repeated in a light orange font at the bottom left of the square.



Message from the Chairperson of the Board of Directors



“ *A group of young women and men shared a common goal and came together to provide sustainable civic interactive platform to amplify youngsters’ voices.* ”

In 2012, it was hoped that the Palestinian community would succeed in resuming the national elections, democratic process and overcoming the political splits and restoring national unity. This hope collided with the stabilised sickness in the democratic process in which Gaza is far from the West Bank and Jerusalem is isolated from its surroundings. Additionally, shrinking civic spaces are due to the spread of political violence, political polarisation and recession in pluralism.

A group of young women and men shared a common goal and came together to provide sustainable civic interactive platform to amplify youngsters’ voices. They also wanted to create the agency of change that can engage in social transformations, structural reforms and foster pluralism and inclusion.

REFORM has been working for the past ten years on bridging gaps between social components based on age, gender, political affiliation and geography.

Our work so far is satisfactory because of the young men and women who participated in our projects with great energies bound together by the reform goals. REFORM adopts a pluralistic framework with interventions that respond to the target group’s needs. We search for contradictions and turn them into a common ground. REFORM provides tools and safe spaces for expression to be presented to decision-makers and enhances the public’s ability to believe in their ideas.

Over the past ten years, thousands of young women and men have benefitted from our projects. Many of them proceeded to assume leadership positions in their communities. REFORM reached all Palestinian cities and many marginalised and hard-to-reach communities. We also aimed to cause sustainable change by restoring the people’s initiative to hold decision-makers accountable to their needs. Three government performance reports, over 101 policy and position papers and more than 30 research papers were produced.

To this day, REFORM has been able to listen to people’s needs and influence decision-makers. We look forward to creating even more policies responsive to the public’s needs in the next ten years. We want to empower the leadership roles for young men and women to support social cohesion and support the state building.

In the next ten years, we are committed to create the collective agency of social transformation, amplify people’s voices and hold decision-makers on local and national levels accountable to the people’s needs.

Additionally, we are committed to lobby to challenge asymmetry of access between Palestinian people to the public service and foster the people’s access to security and justice.

REFORM is also committed to combat exclusionary patterns on gender basis.

Thank you for believing in us and being our partners in REFORM!

Mohammad Rabah
Chairman of the Board



B. OUR VISION, MISSION AND GUIDING PRINCIPLES

Vision

REFORM strives for a Palestinian 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

As the pioneering Palestinian Association in social development, REFORM contributes to consolidate the principles of civil peace and social cohesion within the framework of the rule of law and improve the responsiveness of public regulatory process to the needs of Palestinian citizens. This is done by promoting the participation of marginalised groups – especially youth and women – in public life and local development efforts in their communities and the continuous internal development of the Association’s managerial and technical capabilities.

GUIDING PRINCIPLES



Participation

We believe that promoting comprehensive participation in Palestinian society is a prerequisite to empowering marginalised groups and improving their living conditions.



Transparency & Accountability

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



Sustainability

We are committed to ensuring sustainability in 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 integrity in everything we do.



Ownership

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



Board of Directors



Mr. Mohammad Rabah
Chairperson of the Board



Ms. Hedaya Al-Shelleh
Vice Chairperson



Ms. Hanan Jayousi
Board Secretary



Mr. Hasan Mahareeq
Treasurer



Mr. Tariq Abu Hashhash
Head of the Internal
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Ms. Carmen Kishek
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Mr. Mohammad Jubran
Board Member



Ms. Rawan Said
Board Member



Ms. Abeer Zaghari
Board Member

REFORM Team



Oday Abu Karsh
General Director



Ayat Kanaan
Fundraising and
Communication Advisor



Nadim Qandil
Operations Officer



Rawan Sharqawi
Administrative Officer



Rana Burqan
Development and
Communications Officer



Hala Morrar
Media and Advocacy
Coordinator



Mohammad Issa
Financial Officer



Elias Khalil
Acting Financial Officer



Abdelmajeed Sawalmeh
Accountant



Ebaa Barghouthy
Procurement Coordinator



Paulina Viladomat
Seconded Civil Peace
Service Advisor



Rizeq Atawneh
Project Coordinator



Ola Barghouthi
Project Coordinator



Mona Morrar
Project Assistant



Mohammad Salman
Project Coordinator



Esra Obaid
Project Coordinator



Basim Dirawi
Project Coordinator



Alaa Shalaldeh
Custodian



C. FOREWORD

أثر غياب المجلس التشريعي ..
1- يقول من سلطة الشعب
2



Ministry of Justice Partners with Civil Society and International Organisations to Enhance Access to Justice and Promote Alternative Dispute Resolution in Palestine

Presented by:

Dr. Mohammad Shalaldeh

Palestinian Minister of Justice

The Ministry of Justice has collaborated with Palestinian civil society institutions and international organisations to design programmes and interventions aimed at enhancing Palestinian citizens' ability to access justice and security to strengthen the rule of law. This effort is grounded in the Sustainable Development Goals, which seek to reduce disparities in access to public services, promote peace and justice and foster partnerships to achieve sustainable development. It also builds upon the National Development Plan in Palestine (2021-2023), which prioritises social justice, governance based on public needs and improving the quality of public services provided to citizens.

In this context, the Ministry has partnered with the Palestinian Association for Empowerment and Local Development (REFORM) and the United Nations Development Programme (UNDP) to initiate projects geared towards the development of alternative dispute resolution (ADR) mechanisms. These projects specifically improve the overall effectiveness of the administration of alternative dispute resolution mechanisms, while simultaneously raise public awareness regarding the legality of such mechanisms and the relevant legal frameworks. This partnership places a strong emphasis on enhancing the capacity of professionals working in the field of alternative dispute resolution, with a particular focus on catering to the unique needs of women, children, vulnerable groups and ethical practices aimed at upholding human rights.

This partnership aims to support the Ministry's goal of reducing the burden of litigation by promoting citizens' resort to alternative means of dispute resolution. This is achieved through raising awareness among Palestinian citizens about these methods and activating the role of those who work in them to maintain civil peace and the rule of law.

The Ministry, represented by the General Administration of Professional Affairs and Alternative Dispute Resolution, is working in partnership with the REFORM on the project "Enhancing Access to Justice through the Promotion of Alternative Dispute Resolution - Phase II." The project studies the possibility of establishing arbitration and mediation units in local bodies to reduce the burden of litigation by encouraging citizens to resort to alternative means of resolving their disputes and enhancing their ability to use these means effectively, especially for vulnerable groups such as women and children.

As part of the efforts to alleviate the burden of litigation, the Ministry has completed work on the draft law regulating the profession of experts, awaiting the approval by his Excellency President Mahmoud Abbas to come into effect. Additionally, the Law of Mediation Agreement has been completed and will soon be presented to the Cabinet for approval by the President.

It is essential to express gratitude and appreciation to the SAWASYA programme, which supports the justice sector, as well as the partners in civil society organisations working alongside public sector institutions to implement their strategic plans.



Towards Promoting Alternative Means of Dispute Resolution in the State of Palestine

Presented by:
Mr. Ma'moun Attili

Project Management Analyst / Civil Society – Rule of Law, Justice and Security from Sawasya II Joint Programme: Promoting the Rule of Law in the State of Palestine - a joint programme of the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women and the United Nations International Children's Fund (UNICEF) with generous funding from the governments of the Netherlands, Sweden, the Spanish Agency for International Development Cooperation and the European Union.

Sawasya II partnership with the Palestinian Association for Empowerment and Local Development - REFORM focuses on working to promote the use of alternative means of dispute resolution (ADR) in the State of Palestine through various interventions designed and implemented in consultation and cooperation with the General Administration of Professional Affairs and alternative means of dispute resolution in the Palestinian Ministry of Justice, as well as other official and civil society organisations.

This partnership was based on a comprehensive study conducted by the joint programme Sawasya II on the reality of alternative dispute resolution in Palestine. Among its findings was the need for more citizens' awareness and knowledge of these means. It is important to raise awareness and create capacity-building interventions for citizens to understand the importance of using alternative means, such as arbitration and mediation in order to resolve their disputes. This can help them avoid much suffering, which saves time and effort if they choose to use these means. Additionally, the study indicated that there is a need for capacity building for those who work with these means, such as arbitrators and mediators. This is done by training them and improving their professional capabilities when dealing with the cases they resolve.

The project implemented with REFORM has various awareness-raising activities, focusing on the extensive use of social media through direct and clear messages. Capacity building for professionals was involved in the alternative means of dispute resolution in many governorates. In addition, workshops and dialogue sessions were held with stakeholders and decision-makers to ensure the efficiency of dealing with arbitration and mediation disputes. Many of the interventions and activities carried out during the project were eye-opening and shed light on various obstacles that need to be addressed to institutionalise and activate the use

of alternative means. We found that there is a need for awareness-raising initiatives in remote and marginalised areas, which stakeholders can implement and ensure sustainability.

In the third phase of the Sawasya II Joint Programme, we aspire to continue working with officials and civil society to spread awareness about alternative dispute resolution methods so that citizens become aware of the existence of these methods. They will recognise the value of having an alternative to the court and other legal institutions. This will promote the adoption and activation of these methods across the Palestinian state, contributing to the strengthening of social peace and security.

The Sawasya II joint programme is the primary tool of the United Nations for promoting the rule of law and justice based on gender and human rights in the state of Palestine from 2018 to 2023. The programme brings together the main United Nations agencies working in this field - the United Nations Development Programme, the United Nations Entity for Gender Equality and the Empowerment of Women and the UNICEF - as part of an integrated programme to provide support to the Palestinian government in achieving a law system that is gradually applied, a law system that protects and respects and promotes human rights, gender equality, peace and security.

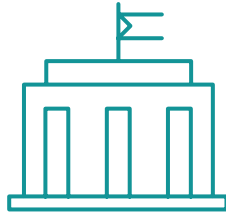
The programme aims to address the challenges arising from providing justice and security services. It supports justice and security institutions to enhance the quality and efficiency of services provided to the Palestinian people. The joint programme supports all relevant Palestinian government institutions and civil society organisations in their efforts to provide legal assistance to the Palestinian people. This support is continuously being developed and is tailored to meet the specific needs of each region in the state of Palestine, including the West Bank, Area (C), the Gaza Strip and East Jerusalem.



D. REFORM'S OUTPUTS and IMPACTS

1. 10 YEARS IN NUMBERS

2012



In 2012, our journey began with the focused goal to make a difference in our society. We wanted to contribute knowledge and provide analysis tools for our community. We also sought to have an intrinsic role in debating with politicians and bridging the division gaps.

2013

15 out of 19 **Refugee Camps** have been reached in the West Bank



6 **Community Service Groups**

Were established with **150 beneficiaries** from Nablus, Hebron, Bethlehem, Jericho, Ramallah and Jerusalem through the Bridges project. Created like-minded groups who acted to understand their communities' needs and advocated for them in front of decision-makers in the villages, cities and camps.

40 **Local Facilitators** were trained on social transformation

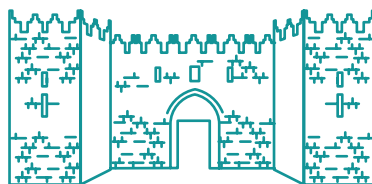


Developed the "Learning by Experience" method to support hands-on education. This created participatory spaces, enabling participants to learn from life experiences after conceptually relating them to successful human experiences, forming a change model.

2014

Expanded our activities and programmes to Jerusalem.

Launched the Get Up Stand Up (GuSu) programme targeting Jerusalem and its surroundings.



Supported cultural centres in refugee camps, including the Media Centre at Balata Camp, the Cultural Centre at Al-Azza Camp and the Al-Feniq Centre - Al-Aroub Camp.

Focused our activities on cases of gender-based violence by creating "Path to Justice" groups and working groups capable of utilising media means to combat gender-based violence (GBV).

Developed our Association's policies, including the financial, administrative and procurement policies.

2015



بيت الإبداع
Innovation Hub

Established the Innovation Hub, with the aim of bridging the gaps between the various community components on both social and economic levels.



Established GuSu (Get Up Stand Up) cultural platform.



Developed the capacities of service providers in the Palestinian refugee camps.

2016



Established the Civil Peace and the Rule of Law Coalition.

Held the 1st national Palestinian conference for promoting civil peace and the rule of law.



Contributed to developing the employment and labour sector strategic plan.

2017



Established a network of change agents across the targeted locations that worked towards initiating social change and creating interactive spaces, connecting various social components to promote social cohesion.



Established watchdog groups that contribute to monitoring civil peace and the rule of law across Palestinian communities.



Initiated the 'Weekend Solution' track as a tool to engage youth and women in the socio-political sphere and connect them with decision-makers.



Provided job opportunities for youth and women in our target areas, developing their capabilities and creating spaces between them that allow for the exchange of experiences.

2018



Launched the radio programme “Citizenship Issues Under a Microscope”, which is still thriving to this day.



Expanded our activities and programmes to reach Gaza Strip.



Trained 11 partner NGOs on the monitoring methodology of “Reflecting on Changes” (RoC).



Succeeded in urging the management of some universities to activate student council elections.



Contributed to increasing the policing staff by **40** employees in Hebron Governorate, following continuous advocacy interventions.



Incubated discussions and debates about the 2019 Social Security Law.

2019



Published the first Government Performance Monitoring Report, which has been issued every year since then.



Increased 21,000 community members’ knowledge through advocacy work of youth groups. The youth groups increase the community’s knowledge on civil peace, social cohesion, youth and women participation in local development and youth committee’s roles. Additionally, they bring awareness on the citizens’ right for elections, equality, access to information and freedom of expression.



Trained 17 watchdog groups to create performance monitoring reports.



Engaged all refugee camps and marginalised areas in our activities.

2020



Contributed to institutionalising paternity leave policy in **16** civil society organisations, unions and youth centres.



Established a Youth Advisory Council in the Qalqilya Governorate.



Established an Early Warning System in Hebron, the **first of its kind** in Palestine. This was done to enhance women’s engagement in monitoring civil peace.

2021



Developed a complaint system for popular committees in refugee camps.



Achieved a watchdog report about the local elections.



Established 64 accountability committees to activate partnerships in decision-making processes within local government units.



Capacitated 50 women early warners in conflict prevention and contribution to maintaining civil peace in their communities

2022



Planned and established **51** civic spaces and **6** Cultural Cafés to engage fault lines, allowing participants to advocate and mobilise change in the presence of decision-makers and community members.



Formed partnerships with **3** municipalities to adopt a disclosure plan, demonstrating its success in promoting transparency and accountability in governance.



Engaged **2,492** individuals in safe civil spaces, enhancing their capacity for social and masculine transformation, advocacy and training techniques, conflict resolution and monitoring elections.



Supported **4** initiatives and social entrepreneurial projects, providing opportunities for young individuals to apply their knowledge and skills in creating social impact.



Funded **5** female initiatives and projects.

Over 2,500 Direct Beneficiaries Yearly



150

Facilitators trained on social transformation



101

Published policy and position papers



37

Published monitoring reports



312

Radio episodes

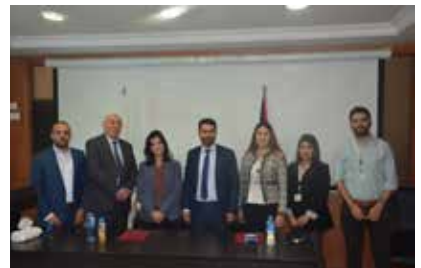


30

Published researches

Over the past decade, significant progress has been made through our efforts. We have established an AGENCY OF CHANGE that is committed to driving social and structural change, with a focus on engaging young individuals from marginalised communities.

We are pleased to present our Annual Report for 2022, which highlights our achievements and contributions to this mission. We hope that this report will be informative and provide valuable insights into our work.




1 Years **REFORM**
of Empowering Youth and Promoting
Cohesion and Diversity





3. OUTPUTS AND IMPACT IN 2022


REFORM endeavours to tackle the multifaceted difficulties encountered by Palestinians, including political fragmentation, security chaos, violence against women and socio-economic adversities. Meanwhile, the prevailing circumstances are marked by instability, compromised security and escalating violence.


2022 CONSTRAINTS AND DEPRIVATIONS


- 1** 


The Oslo Accords of 1993 introduced a geographical division of the Palestinian Territories in areas A, B and C and announced the arrival of the Palestinian Authority, acting as the main governing body in the West-Bank, and until 2006, also Gaza.
- 2** 

Travel restrictions, visa limitations, checkpoints, roadblocks and the separation wall severely impact the mobility and interaction of Palestinians across the territories.
- 3** 


The city of Jerusalem has also become severely isolated and excluded, as people are prevented from entering. Additionally, the socio-economic situation is very poor.
- 4** 


Escalation of violence and security chaos, especially in Jenin, Hebron and Nablus, in addition to a noticeable growth in settlements and settler violence. There is also growth of violence against women.
- 5** 

The increase of shrinking spaces for the Palestinian civil society due to financial and political constraints on an international and local level.
- 6** 


A state of instability, a weak sense of security, an escalation of family conflicts and a steady increase in the rate of crimes and domestic violence.
- 7** 


950 demolitions of Palestinian homes, displacing more than 1,000 people.


- 


UNRWA is in an extremely difficult financial situation due to a decrease in support from donors, high population growth and a steep rise in prices for food and energy.
- 

The continuous hesitancy on ratifying the Family Protection Law.
- 

The Occupation and escalation of violence against Palestinians and their institutions. This lack of security, especially in the targeted areas such as Jenin camp, hinders the mobilisation of more participation.
- 

The increase in fundamentalism, incitement and hate speech.
- 

The continuous sickness on the democratic process.
- 

Decrease in support provided by donors, high population growth and sharp increase in food and energy prices.
- 

The new conditions on external funding.



PROGRAMMES AND PROJECTS

A. Diversity and Cohesion

1. Youth Led Action (YLA)

Implemented in partnership with (PARTII) Programme-GIZ, on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). This ongoing project aims to empower marginalised young men and women to become transformative leaders within their societies. It seeks to combat the shrinkage of civic spaces in Palestine by creating a set of platforms for social mobilisation, opening channels

of communication between different social fault lines and challenging power dynamics and youth exclusion. The project works to pave the way for structural change by creating youth shadow councils in refugee camps as well as community initiatives while involving young women and men in decision-making processes and policies.



2. National Coalition for Social Coherence and Unity - Phase II

Implemented in partnership with Pal-Think for Strategic Studies and funded by the Federal Department of Foreign Affairs (FDFA). The project sought to strengthen the role of civil society organisations in contributing to achieving social reconciliation and

bridging the gaps between different civil society organisations working in Gaza and the West Bank. The project funded 4 joint initiatives that are led by organisations from the West Bank, including Jerusalem and Gaza Strip.



3. United in Diversity III

Implemented in partnership with Norwegian People's Aid (NPA). This ongoing project aims to promote young men and women's participation in decision-making processes through monitoring the government's performance and holding officials accountable to their needs. The project also aims to create working ties be-

tween youth from the West Bank and Gaza. The project builds the capacities of its target groups in participatory processes and facilitation skills using the Facilitating Reform Methodology, developing their accountability skills and monitoring the extent to which public policies respond to the needs of local communities.



4. “Insijam” Initiative

This initiative comes as part of the “Naseej: Connecting Voices and Action to End Violence Against Women and Girls in the MENA Region,” co-funded by OXFAM and the European Union, which aims to combat sexual and gender-based violence to ensure that women and girls live a safe life free from violence. Insijam sought to empower and increase the participation of women

and girls and young men in local and national efforts to combat prevailing social norms that discriminate against women gender-based violence. The initiative strengthens the capacities of young women and young men to influence policy and decision-making processes through creative advocacy efforts, promoting a more gender-equitable society.



5. Women Altering Gender Roles, Controlling Rigid Masculine Attitudes and Deleting GBV

Funded by the Swedish Institute and in partnership with IM Swedish Development Partner. The ongoing project aims to raise awareness of masculine behaviours and their impact on increasing gender-based violence and exclusionary patterns towards women’s engagement in order to contribute to changing men’s attitudes towards

women’s role within the private and public spheres. It also aims to foster positive behaviours of men to promote gender equality through media campaigns and platforms for survivors of gender-based violence. The project focuses on allowing youth and women to rethink their roles in both private and public spheres.



6. WE CHANGE – Participatory Gender Pathways and Promotion of Women’s Economic Empowerment in Palestine

Funded by the Italian Agency for Development Cooperation as part of the AMAL- Human rights and gender equality programme, and implemented by WeWorld-GVC, Overseas Onlus, REFORM and Business Women’s Forum-Palestine. The project aimed to increase women’s access to the Palestinian labour market through income generation projects as well as to promote gender equality in society. The project also aimed to re-formulate the concept of gender equal-

ity by not only encouraging behavioural and social change, but also by contributing to gender equality through supporting women engagement in entrepreneurial projects and enhancing their capabilities to engage in local and international networks. The project also aimed to develop policy suggestions to enhance the responsiveness of the Ministry of Economy’s policies towards women-led economic projects.





7. Cohesion and Diversity in the Palestinian Society

Implemented by The Civil Coalition for Promoting Civil Peace and the Rule of Law, in partnership with AGIAMONDO/Civil Peace Service (CPS). This ongoing project seeks to enhance REFORM's internal and external communication locally and internationally and raise local communities' awareness of polarisation and stigmatisation processes. This engages in the promotion

of Palestinian collectiveness and social solidarity. The project further aims to advance the reality of social cohesion and contribute to enhancing the cooperation amongst Palestinian Civil Society towards a joint strategy increasing the visibility of the "Civil Peace Coalition" with emphasis on the importance of participation for civil peace and the rule of law.



8. Strengthening the Democratic Participation and Egalitarian Social Cohesion of the Palestinian Citizens, in Area C

Implemented by The Civil Coalition for Promoting Civil Peace and the Rule of Law, in partnership with ACPP. This project sought to create pre-structured dialogue between civil society organisations and government representatives about the civil peace status in Palestine. The project aimed to develop the researches

about the impact of incitement and fundamentalism on civil peace. The early warning systems were also researched to bridge Palestinian jurisdiction and enhance access to security, justice and safety in the Hebron governorate. The project organised the seventh civil peace conference.



B. Governance and Public Policy Programme

1. YOUTH ARE THE CHANGE

Implemented in partnership with Konrad Adenauer Stiftung (KAS), this ongoing project seeks to create a network of young potential leaders and creating sustainable dialogue platform with PLO and political leaders. This project also lobbies for structural changes on youth and women representation within their political parties, holding national decision makers accountable to their needs

and enhancing the networking between Palestinian youth and youth from different European political activists. The project also supported youth's efforts in monitoring the local elections and shedding light on the violations made against young men and women candidate lists in order to engage in mobilisation towards amending the Palestinian local electoral law.



2. Contribute to constructive relations between citizens and state in planning processes through the improvement of quality of participation with a specific focus on marginalised groups in Palestine

Implemented in partnership with the Local Governance Reform Programme of the GIZ-LGRP II. The project aimed to enhance the ability of citizens at the local level to participate in decision-making processes, hold local authorities accountable to their needs and enhance the citizen's access to engage in designing services in a responsive manner. The project also aimed at shedding light on the civic spaces that are

available within their local communities and allow a proper interaction between them and the local authorities. Additionally, the project established 25 active citizen committees and engaged them in lobbying processes to enhance good governance within their local governance units and develop civic engagement in the targeted local governance units.



3. Enhancing access to justice in Hebron, Bethlehem, Salfit, Nablus and Qalqilya through promoting ADR and early response mechanisms – Phase II

Implemented in partnership with the General Directorate of Ministry of Justice and supported by Sawasya II: UNDP, UN Women and UNICEF Joint Programme: Promoting the Rule of Law in the State of Palestine. This project aimed to enhance the access to justice for vulnerable and marginalised groups by enhancing the people's awareness about ADR and developing the

capacities of 60 ADR practitioners to respond to gender's needs and human rights measures. The project also developed the responsiveness of the ADR directorate at the Ministry of Justice to the ADR practitioners' needs in order to foster the people's access to ADR practitioners.





OUTPUTS



3,381

Direct Beneficiaries



10000+

Indirect Beneficiaries



1,657

Direct Female Beneficiaries



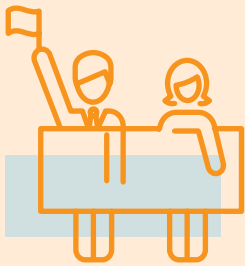
1,724

Direct Males Beneficiaries



42

Targeted Areas



CIVIC SPACES

51



Planned civic spaces to engage fault lines, enabling participants to advocate and mobilise change in the presence of decision-makers and community members

2,492



Participants in civic spaces

6

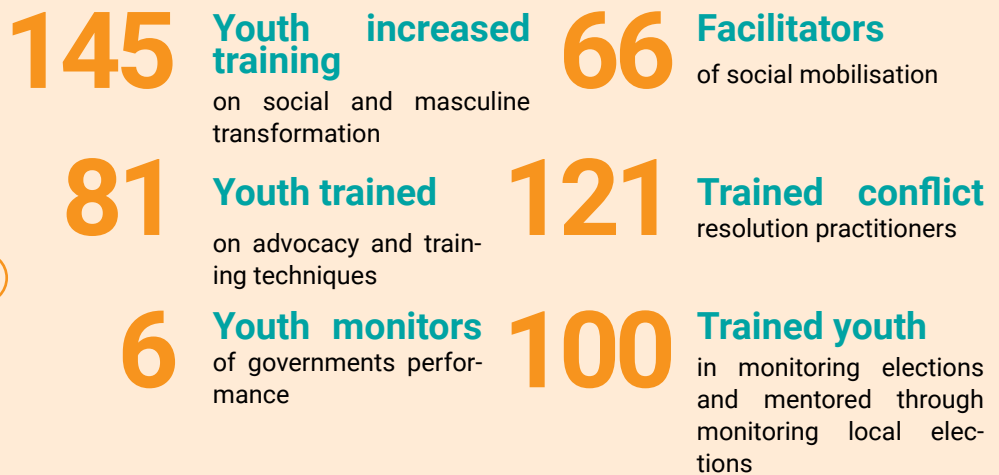
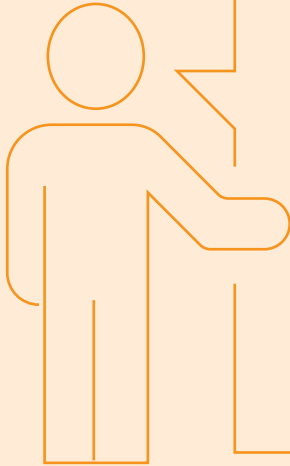
Established

REFORM Cultural mobile platforms called **Cultural Clubs**





CAPACITY BUILDING



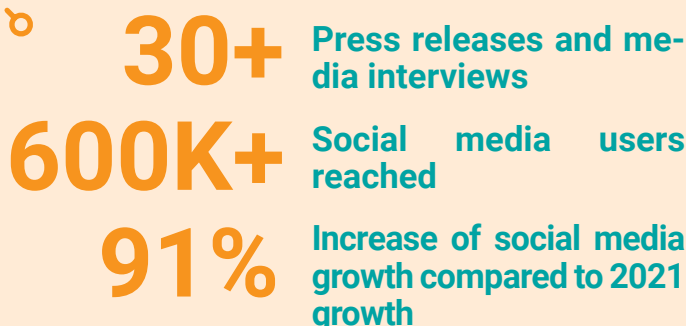
RESULTS



PUBLICATIONS



VISIBILITY



*For more details about the research, please refer to pages (31, 35, 51) of this report.



In 2022, REFORM adopted a new Strategic and Business plan for 2022 - 2025. In this plan, the Association's twenty-six working strategies that focus on leading social development in Palestine have been identified to achieve five specific strategic goals:

1. Combating polarisation and political fragmentation
2. Enhancing the access of local and marginalised communities to justice and security
3. Promoting active citizenship practices and fostering youth and women's engagement
4. Advancing REFORM's outreach and targeting capabilities
5. Developing the organisational, administrative and financial structure of the Association

Additionally, REFORM and IM Swedish Development Partner regulated the cooperation for core support throughout 2022 – 2023. Subsequently, with the support of IM Swedish Development Partner, our donors and partners, REFORM's Board of Directors guidance and the staff's great efforts, each of our projects and interventions in 2022 contributed to achieving these strategic directions as follows:

Strategic Direction #1

Combat Polarisation and Fragmentation

Believing in the essential need to work on combating polarisation and fragmentation within the Palestinian society, REFORM contributed to achieving this strategic direction during 2022. This was done by organising integrative co-thinking and coworking spaces towards resonance, leading social transformation processes across social fault lines, transforming masculinity attitudes towards more women engagement, combating stigmatisation and stereotyping processes and challenging political violence, fundamentalism and radicalisation.

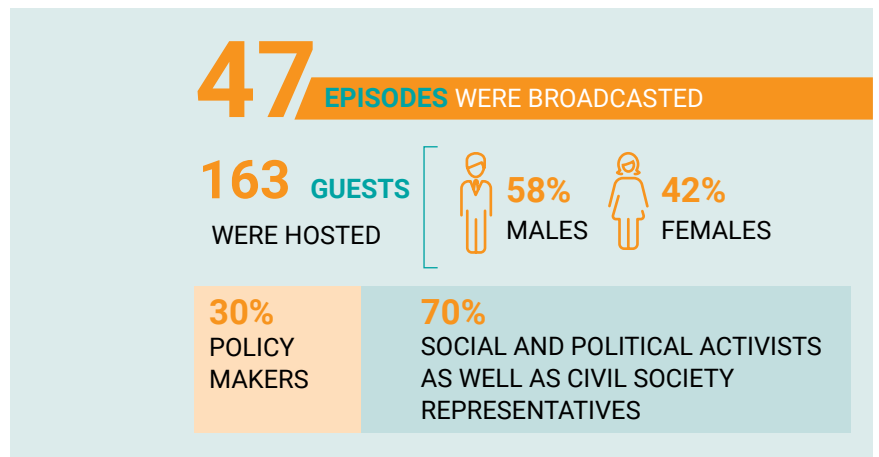
1. REFORM’s interventions in organising integrative co-thinking and coworking spaces towards resonance during 2022 were the following:

- 1.1 Organising a hearing session between 20 youth (11 males, 9 females) and the Minister of Social Development, Dr. Ahmed Majdalani entitled “The role of the Ministry of Social Development in Combating Poverty and Marginalisation according to the Human Rights Perspective in the Palestinian Basic Law”. The session discussed the Ministry’s role in combating poverty and marginalisation according to the Palestinian Basic Law. The participants also discussed the Ministry’s role in providing services and social protection to vulnerable groups in Palestinian society.



In addition to the above, REFORM implemented 15 other dialogue meetings between youth and decision-makers to discuss the challenges facing women in marginalised societies. The dialogue sessions were held with the participation of local communities, social and political activists and researchers. Each of these dialogue sessions was attended by approximately 15 youth participants (46% males, 53% females) per session. These sessions provided a platform for the Association’s youth to voice out their needs and be heard.

- 1.2 Preparing and broadcasting radio episodes within the “Citizenship Issues Under Microscope” programme, which airs every Wednesday on Raya FM where REFORM discusses a number of socio-political issues.



6 Cultural Cafés



1.3 Creating 6 Cultural Cafés with the aim to bridge the existing social gaps between the different social components by providing safe and interactive cultural spaces that enable young groups to discuss their various challenges and develop their individual and collective skills. This will improve their living conditions and participation. In 2022, REFORM established six cultural cafés and recruited 120 young participants (36 males, 84 females) to engage in cultural and social discussions related to their lives.

Participating Refugee Camps

- | | |
|----------------------------|-----------------------------|
| 1. Khan Yunis Refugee Camp | 4. Al-Amari Refugee Camp |
| 2. Al-Maghazi Refugee Camp | 5. Al-Jalazoun Refugee Camp |
| 3. Tulkarem Refugee Camp | 6. Jenin Refugee Camp |

2. In order to contribute and lead social transformation processes across social fault lines, REFORM implemented several activities under a list of interventions including:

2.1 Preparing 2 action researches and 10 policy proposals that heal societal gaps. These publications aimed to:

Establish civic spaces within the local governance bodies

Bridge the gap between youth and decision-makers

Combat gender-based violence (GBV)

Action Researches:

- 1. The Reality of Cultural Spaces in Local Bodies and their Role in Promoting Community Partnership**
- 2. The Reality of Community Monitoring and its Documentation in Local Bodies from the Point of View of the Local Community**

The aim of this study was to shed light on the concept of public spaces and their relationship with the roles and responsibilities of local authorities in enhancing this aspect in the West Bank and to analyse the level of interest of municipal councils' members and local workers in integrating the local community. The study targeted 25 municipalities, in addition to holding 24 focus group discussions and a comprehensive field survey of the targeted areas, as well as individual interviews with a number of representatives of the local community in the targeted communities in the West Bank.

Local authorities in Palestine, with their varied classifications and historical progression, are considered the fundamental pillar for building the Palestinian state. However, in recent years, there has been a significant increase in geographical and political fragmentation, along with population growth. As a result, local authorities have become even more crucial for local communities. Therefore, involving local communities in the work of local authorities is of the utmost importance in improving citizens' living conditions and achieving desired development. The research aims to explore the current status of public participation in decision-making and public oversight within local authorities. It also proposes recommendations for effectively enhancing these partnerships.

Policy Papers

1. The Unification of Palestinian Representation within the PLO
2. Electoral Reform
3. Student Council Elections in the Universities of the Gaza Strip between Necessity and Disruption
4. The Absence of a Sense of Security Among Young People in the Gaza Strip: Repercussions and Responsibilities
5. Towards General Policies to Protect the Rights of Palestinian Women in the Informal Economy in the Israeli Settlements in the Jordan Valley
6. Towards General Policies to Ensure Commitment to the Age of Marriage at 18 Years, and to Accurately Identify Exceptions
7. Towards General Policies to Strengthen Domestic Violence Protection Centres and Raise Awareness of their Role
8. Towards General Policies to Integrate Gender Education and Respect for Women's Representation at the level of the Educational Discourse of the Curricula and the Staff at all School Levels
9. Towards General Policies to Start Criminal Proceedings in Domestic Violence Cases
10. Towards General Policies to Improve the Ministry of Health's Mental Health Services for Abused Women

For more details, visit: www.reform.ps

2.2 To raise awareness among Palestinians about the potential abuse of power, REFORM produced and distributed 58 socio-economic and political analyses every Thursday. These articles, authored by researchers and journalists, were posted on various communication channels in order to target both local and international audiences.

58 SOCIO-ECONOMIC AND POLITICAL ANALYSES.
SOME OF THE MOST PRESSING ISSUES THAT
WERE ANALYSED:



The aim of these analyses is to increase the awareness of both local and international stakeholders on the Palestinian situation, encouraging people from all over to become involved. This will restore the Palestinian collective identity and promote social cohesion. Each analysis article reached an average of 5,000 local and international readers.

2.3 REFORM organised inclusive events across social fault lines, including 6 public debate activities that shed light on women’s participation in the public space. This was done with the aim of combating stereotypical images of women’s roles and promoting positive deviance and adaptive leadership experiences at the community level. Challenges involving the process towards gender equality were identified.

Among the topics that these sessions discussed were:

Social challenges and restrictions that limit women’s participation in the labour market, the challenges and reality of women’s work in small cooperative projects in Gaza strip, the role of culture in reducing gender-based violence, challenges facing women’s organisations in promoting a culture of gender equality, the role of art in enhancing women’s economic empowerment and developing participatory gender pathways, violence against women and the reality of Palestinian women under the current Personal Status Law.



6
public debate
activities that shed
light on women’s
participation in the
public space



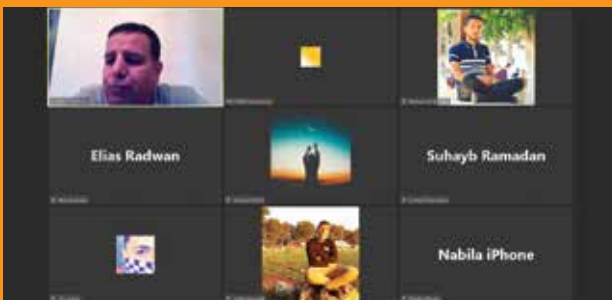
14 learning journeys

Additionally, REFORM implemented 14 learning journeys on the nature of the work of the Palestine Liberation Organisation (PLO) and the importance of harmonising Palestinian legislation with the international agreements in which the State of Palestine has acceded.

Track #1

The nature of the work of the Palestine Liberation Organisation (PLO)

7 of these learning journeys focused on the nature of the Palestine Liberation Organisation (PLO) and the Central and National Council's work and of the structure of decision-making processes. It also sought to raise the beneficiaries' awareness on the importance of women and youths' partnership in the PLO departments. They were also acquainted with the nature of the formation of the Executive Committee.



Track #2

The importance of harmonising Palestinian legislation with the international agreements to which the State of Palestine has acceded

REFORM conducted 7 learning journeys to familiarise participants with international treaties and conventions which highlight gaps found within local laws. The aim was to equip participants with the knowledge needed to advocate for strengthened human rights protection.

2.4 Producing a research paper on stigmatisation and stereotyping trends entitled “Cultural and Structural Values, Patriarchal Attitudes and Power Relations that May Contribute to Gender-Based Violence in Palestinian Society”

This study was put together using the mixed method and a review of pertinent literature. The quantitative technique took the form of a questionnaire and the qualitative methodology was utilised to conduct in-depth interviews and focus groups. Different data sources and multiple data collection methods on the same issue were employed to triangulate the data and confirm its validity.

The study drew its findings on three topics

<p>1st: Mapping of Cultural and Structural Factors that Contribute to Gender-Based Violence (GBV)</p>	<p>2nd: Mapping of Masculine Behaviours that May Contribute to an Increase in Gender-Based Violence (GBV)</p>	<p>3rd: Gender Power Dynamics in the Public and Private Spheres</p>
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2.5 REFORM built and developed the capacities of 66 facilitators (62% from the West Bank, 37% from the Gaza Strip) to create social mobilisations across the targeted areas.



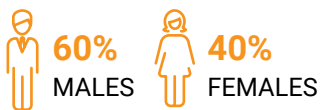
3. REFORM activities and interventions contributed in transforming masculinity attitudes towards more women engagement in 2022

3.1 Implementing 2 campaigns that aim to raise public awareness of masculine attitudes and their reflection on women’s engagement.

1 “A Wish” Freeze Mob Campaign

41

Of the REFORM’s beneficiaries



implemented “A Wish” flash mob in Birzeit University in front of hundreds of the university students.



“A Wish” sheds light on the reality of violence against women in Palestine. It included a song performance and performances of monologues. The closing of the flash mob had the participants jointly holding designs with anti-violence against women slogans.

The campaign also included the filming of the activity and publishing the videos and photos on REFORM’s social media channels.



2 Street Billboards Campaign

22

billboards

1800

sqm

In this campaign, REFORM rented approximately 22 billboards (1800 sqm) billboards in the main streets of Bethlehem, Hebron, Jenin, Ramallah, Jerusalem, Qalqilya and Jericho.

The billboards held messages developed by REFORM's beneficiaries that focused on raising public awareness of their role in reducing gender-based violence (GBV). This included messages pressuring policymakers to act in reducing this type of violence and enhancing social cohesion.



Part of the installed billboards suffered damages, as they were reportedly torn down and set on fire by a group who expressed opposition towards the messages conveyed by the billboards. This incident was then followed by a vigorous attack on REFORM's social media platforms.

3.2 Enhancing REFORM’s target audience’s role in the public space. This intervention was achieved by carrying out the following activities:

3.2.1 Producing 4 Reform Model videos with the aim of increasing men’s engagement in the private sphere in order for women to have access to the public sphere. In these videos, we shed light on successful women, their journeys and their male counterparts who contributed to their success (Husband, brother, etc.).



Samar Waqqad and Leqaa Alaa model



Asma Zughair and Rizeq Tumeize model



Nadin Sweety and Ibraheem Issawi model



Heba Daoud and Youssef Daoud model

3.2.2 Using the social transformation tool to promote the concept of gender and counter stereotypes related to the roles of men and women. REFORM conducted masculine transformation training with beneficiaries from the West Bank and Gaza. This included 92 participants. 41% of the participants were from Gaza Strip (24 males, 17 females) and 51% of the participants were from the West Bank (32 males, 19 females).



3.3 Implementing the youth camp’s “Dissecting Behaviour” with 117 participants (60 males, 57 females). The camp comes in the context of combating and addressing gender-based violence (GBV).

Dissecting Behaviour camp

117 participants

60 MALES

57 FEMALES

With its various activities, the camp sought to provide young people with individual and collective skills that will enable them to lead the process of changing the traditional concepts of GBV. The camp also focused on a set of activities aimed at raising the participants’ awareness on the importance of addressing the phenomenon of GBV and its negative repercussions on the Palestinian national fabric and the rights of women. They further discussed cultural and traditional factors, which contribute in one way or another, to creating unequal power relations between genders. This would reinforce traditional gender roles, thus increasing GBV.

A street tour was launched as one of the camp’s activities to round the streets of Ramallah city. The participants held a number of dialogues with people on the streets and at cafés about the importance of combating violence against women. They also raised the campaign’s slogan **“Free Woman = Free Homeland.”**



4. REFORM also worked on combating stigmatisation and stereotyping processes by holding the following interventions:

4.1 Organising 25 reciprocal educational trips to promote social cohesion including:

2

Awareness workshops (GBV)

20 Women targeted each session

- 2 awareness workshops were conducted on the cultural and social dimensions of gender-based violence (GBV) in the northern Jordan Valley. Each session targets 20 women with the aim of raising the participants’ awareness of the different types of violence that may be practised against them without their awareness.



15

Learning journeys

92

Youth participants



- 15 learning journeys were conducted with groups consisting of 92 youth participants (46 males, 46 females) from Palestinian refugee camps in the north, middle and south of the West Bank and Gaza Strip. The journeys dealt with the concept of social transformation by understanding the process of change and transformative leadership in communities. The journeys aimed to raise awareness and provide trainees with tools to develop their skills to become transformative leaders in their local communities.



4

Roundtable Sessions



- 4 roundtable sessions were held on the challenges facing young men and women in their public lives. The roundtable sessions were held in Gaza with the participation of 20 youths (11 males, 9 females) and in the West Bank with the participation of 22 youths (16 males, 6 females). REFORM youth were joined by members of the Executive Committee of the Palestinian Liberation Organisation (PLO), Union representatives, experts in the electoral system, representatives of the Central Elections Commission, political parties, researchers and student bodies. The two roundtable sessions held in the West Bank discussed the importance of unifying the Palestinian Representation within the Palestine Liberation Organization (PLO) and the importance of electoral reform. On the other hand, the other two sessions held in Gaza Strip discussed the reasons behind the absence of a sense of security among youth and the necessity of having student council elections in the universities of Gaza Strip.



From the roundtable session entitled: Absence of a sense of security among youth in the Gaza Strip: implications and responsibilities



Images from the roundtable session entitled: The Unification of Palestinian Representation within the Palestine Liberation Organisation



From the roundtable session entitled: Student council elections in the universities of the Gaza Strip between necessity and disruption



From the roundtable session entitled: Electoral Reform

4

coordination meetings were conducted with watchdog groups to assess the progress made by local and national authorities when addressing the people's needs.

A coordination meeting was held with Mr. Daoud Al Deek, the Prime Minister's Advisor for Strategic Affairs and Ms. Rasha Souqi and Representative of the Secretary General of the Council of Ministers.

The results of the 18th Government Performance Monitoring Report for 2021 were discussed, as well as the government's plans to address the gaps revealed in the report and possible future collaborations in upcoming reports.



A coordination meeting with the Minister of Health, Dr. Mai Al-Kaileh to discuss the results of the 18th Government Performance Monitoring Report for 2021.

The meeting discussed the results on citizen satisfaction with health services and the means of cooperation in the upcoming government performance monitoring reports.

In the meeting, Dr. Al- Kaileh promised to take the public's observations regarding the services provided in remote and marginalised areas and improve communication with the public.



A meeting with the Representative of the Executive Committee of the Palestine Liberation Organisation (PLO), Dr. Ramzi Rabah, to discuss the relations between the PLO and the Palestinian Authority (PA). The meeting discussed the joint action plans to implement the government's commitments and the possibility of developing accountability tools by the PLO in the absence of the Palestinian Legislative Council (PLC).



A coordination meeting with the Deputy Minister of Local Government, Dr. Tawfiq Al Budiery, to discuss the Ministry's role in proposing an election law for lo-

cal bodies capable of increasing youth and women representation in municipal councils.

4.2 3 Accountability Van videos held decision-makers in the local authority accountable, with the aim of challenging power relations and asymmetries. This was done to have REFORM beneficiaries join decision-makers on a van ride in order to network and discuss issues affecting their communities.

Betounia Municipality Accountability Van Video
with Mr. Ribhi Dawla, Mayor of Bietunia Municipality



Al-Karmel Municipality Accountability Van Video
with Mr. Mohammad Dababsa, Mayor of Al-Karmil Municipality



Salfeet Municipality Accountability Van Video
with Mr. Abdul Karim AlZubaidi, Mayor of Salfit Municipality



To watch the videos, visit REFORM's Youtube channel @reformassociation

4.3 4 videos highlighted the importance of cultural spaces in combating polarisation. The videos discussed the success stories of Ramallah Municipality, Sabastia Municipality, Al-Sammou Municipality and Farkha Village Council in activating cultural and public spaces that contribute to promoting the values of citizenship and community participation. The videos were produced and published on social media with an average reach of 4,500 users per video.

Cultural Spaces in Local Bodies - The Experience of Ramallah Municipality



Cultural Spaces in Local Bodies - The Experience of Sabastia Municipality



Cultural Spaces in Local Bodies - The Experience of Al-Sammou Municipality




Cultural Spaces in Local Bodies - The Experience of Frakha Village Council

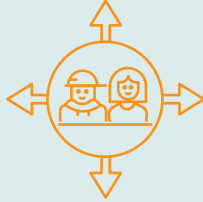


5. In 2022, REFORM challenged political violence, fundamentalism and radicalisation by implementing the following activities and interventions:

5.1 Developed 3 policy suggestions and one monitoring report with the aim of presenting them to the decision-makers.



A monitoring report
on the 2022 local elections.



Policy Suggestion:
Increasing Palestinian Youths' Participation in the Political Sphere and Decision-making Processes



Policy Suggestion:
Civil Society Organisations and the Reality of the Palestinian Division



Policy Suggestion:
The Legal Obligations Resulting from the Accession of the State of Palestine to International Agreements

5.2 Conducted 7 learning journeys with youth participants. 4 of these learning journeys were in the Gaza Strip with an average participation of 25 participants (13 males, 12 females) and 3 journeys were in the West Bank with 26 participants (11 males, 15 females). These journeys aimed to influence the participants' ability to combat political violence and introduce the young men and women participants to:

- (a) The Palestinian political system.
- (b) The problems that women and youth face regarding their socio-political participation.
- (c) Opportunities to reform the political system in order for it to enhance responsiveness to the citizens' needs.



Strategic Direction #2

Enhance the Access to Justice and Security

Local and marginalised communities are in need of our joint efforts to enhance their access to justice and security. Therefore, and as part its mandate during 2022, REFORM worked on achieving this strategic direction by lobbying for legal and structural reforms. This was done to enhance the rule of law, monitor civil peace violations that disrupts the rule of law, enhance youth and women engagement in disputes and conflict resolution, produce research and studies on civil peace and develop coordination mechanisms between NGOs, local government units and ministries.

6. With the aim of playing a role in lobbying for legal and structural reform, REFORM implemented a set of interventions and activities including:

- 6.1 Capacity building for youth groups in the legal and human right by holding (3) citizen gatherings discussing civil peace in Palestine. The gatherings were attended by REFORM beneficiaries and representatives of security services, activists, academics and researchers and representatives of local authorities and municipalities.

During the gatherings, attendees shared their views, suggestions and ideas on topics related to civil peace. There was a particular focus on understanding the main factors influencing civil peace in Palestine. The discussions included discussing the roles and responsibilities of various official and civil institutions, **religious institutions, social movements and political parties**. Furthermore, the participants examined the responsibilities of the local community, media, national figures, influencers and civil society organisations.



16

Participants in Ramallah

Regional discourse and its impact on civil peace



21

Participants in Hebron

Violence and security chaos in Hebron



14

Participants in Nablus

Early warnings as a bridger of the Palestinian jurisdiction



6.2 In 2022, REFORM implemented a campaign about the cultural and social dimensions of gender-based violence (GBV) with the aim of raising target audience's awareness and pressure decision-makers to amend policies. The campaign included the following activities:

Photobooth Street Campaign

A "Street Campaign" was implemented in three different locations across the West Bank (Nablus, Ramallah and Hebron).



Hebron

Nablus

Ramallah

In this campaign, a photobooth was placed in hybrid locations where 20 of REFORM beneficiaries (12 males, 8 females), captured instant magnetic photos for the public. Each magnetic image carried a slogan developed as a result of a specific discussion regarding a violent phenomenon. Volunteers engaged in conversations with passers-by at the designated centres. The slogans were designed for themselves and their families and the photos were given to citizens for them to keep, serving as a reminder of the discussion.

Photo Van Campaign

REFORM's photo van roamed Tubas Governorate villages and camps of Northern Valleys for two days with the message “#knowledge_is_protection”. The photo van was decorated with stickers of the campaign theme and slogan. 15 of REFORM beneficiaries (5 males, 10 females) carried out one-to-one dialogues with the public in the targeted areas to enhance people's awareness of the consequences of violence against women. This activity directly targeted around 1,000 citizens who visited the photo van and indirectly targeted 10,000 citizens who saw the initiative's logos and awareness-raising messages placed on the photo van.



Wall Murals Campaign

REFORM acknowledges the significant role of awareness campaigns and messaging on social media and traditional media as crucial educational initiatives. However, it also recognises the added value of interactive engagement, which substantially enhances participants' sense of ownership and ensures the sustainability of the awareness programmes. In response to this analysis, REFORM has implemented an additional tool to mobilise change and raise public awareness regarding violence, its root causes and its consequences.

The mural designs are based on dialogues conducted with pedestrians which extract key elements that contribute to strengthening the participants' ownership of these artistic expressions.

REFORM drew three wall murals with the aim of raising awareness about issues of women and gender-based violence (GBV) in a new way and closer to reaching all segments of society.

The wall murals were painted in vital places that attract the eyes of passers-by and are considered central locations in the chosen governorates.



Tubas Municipality Building



Jerusalem bus complex in Al-Bireh and Ramallah Governorate



Al Quds Open University – Tubas Governorate

6.3 REFORM organised a conference demanding new policies in justice, health, education and employment and labour sectors to combat gender-based violence (GBV), entitled “The Impact of Cultural and Structural Values on Gender-Based Violence”. This was with the participation of the **Palestinian Minister of Justice, Dr. Mohammad Al-Shalaldeh**, and the **Palestinian Minister of Health, Dr. Mai Al-Kailah**, along with 152 participants (96 males, 56 females) who provide services to women in government sectors, representatives of Palestinian civil society and youth participants.

“The Impact of Cultural and Structural Values on Gender-Based Violence”

Conference



QUOTE

The Palestinian National Authority is carrying out its duty to combat violence against women within its commitments to international laws, charters and internal laws. It is prepared to adopt further policies to enhance its responsiveness to women's needs.

Dr. Mohammad Al-Shalaldeh,
Minister of Justice

QUOTE

The Ministry has taken a set of measures to protect women from violence, including the provision of free treatment services for women who are exposed to violence

Dr. Mai Al-Kailah,
Minister of Health



During the conference, the attendees discussed four policy papers produced by REFORM focusing on public policies combating gender-based violence. Each policy paper was discussed with a panel in order to focus on each paper separately. This was done alongside a public discussion with the official or civil stakeholders. By the end of the conference, a number of important recommendations were concluded on the following:

<p>The public lawsuit in cases of domestic violence</p>	<p>Integrating gender education and the representation of women in the curricula</p>
<p>Mental health services provided to women in the Ministry of Health</p>	<p>The rights of women working in Israeli settlements in the Jordan Valley</p>

7. REFORM, in collaboration with the Civil Coalition for Promoting Civil Peace and the Rule of Law, has successfully organised the seventh annual conference on Civil Peace and the Rule of Law in the city of Ramallah. The conference brought together over two hundred social and political actors from the public, private and international sectors, including embassies and representative offices in Palestine.

Facilitating 3 national dialogues on the rule of law and civil peace by holding the **Civil Peace Coalition seventh annual conference**, entitled **“Towards a Civil State Where Security and Safety Prevails”**, with the participation of more than two hundred participants who represented more than sixty entities (106 males, 98 females). This includes women and youth centres, academic institutions, grassroots organisations, governmental bodies, local and international NGOs and PLO organisations under the auspices of the Palestinian president, His Excellency Mahmoud Abbas.

Many official representatives participated in the conference including His Excellency Dr. Faisal Al-Aranki, member of the Executive Committee of the PLO on behalf of the Palestinian President Dr. Mahmoud Abbas, Mrs. Dalal Salameh, member of the Palestinian Central Council, His Excellency Mr. Youssef Harb, Deputy Minister of Interior Affairs, Mr. Khaled Dudin, Deputy Governor of Hebron Governorate, Brigadier General Aziz Ayaida, Director of the Civil Peace Department in the Preventive Security Service in Hebron Governorate and Sheikh Atef Saleh, Deputy Assistant of the Minister of Awqaf and Religious Affairs and Fahmi Zareer, the General Secretary of the National Council.

QUOTE

Civil peace and the rule of law are the main pillars of a society where security and safety prevail... We bet on collective awareness to protect the situation from deterioration and this requires finding a moral compass that protects society from violations through joint coordination between the state and the people.

Dr. Faisal Al-Aranki
Member of the Executive Committee of the PLO on behalf of the Palestinian President Dr. Mahmoud Abbas



Before the conference, the Civil Peace Coalition shared the research drafts on social media in order to allow Palestinians to reflect on them before engaging stakeholders with the research. This attained a reach of 9,000 users and 398 engagements. The research was discussed in three simultaneous symposiums. Each symposium was chaired by an independent facilitator, with the participation of related senior government representatives and a commentator to reflect on a research draft in which researchers defended their respective research.

Producing and publishing 3 three participatory studies on democratic participation, gender equality and social cohesion in Palestinian Territories, with a particular emphasis on the situation of Area C and other vulnerable spaces.



The research papers that were discussed in the conference

“Contextualising Religious Discourse and its Impact on Civil Peace”

The research topic was chosen because of the religious discourse’s role in shaping individual and collective awareness on multiple issues and determining the behaviours governing relations between different social components.

“Early Warning Systems for Civil Peace... A Comparative Study in the Palestinian Case”

The research topic was chosen because of the effectiveness of these systems in combating negative social phenomena, reducing their occurrence rates and raising the level of fighting negative phenomena in cases where social awareness towards the phenomenon is available.

“Violence and Security Disorder in Hebron Governorate - Reality and Challenges”

The Hebron governorate is among the areas that witnessed high-security chaos rates and threats to civil peace. The sequence and recurrence of this community violence is an indication of the crisis in community harmony and the imbalance of community fractions, which portends the possibility of their expansion and leaves traces that will be difficult to address if the necessary measures are not taken to reduce the escalation of threats to civil peace.

REFORM produced 4 press statements and shared them with the local media. These statements shed light on civil peace violations including freedom of speech repression incidents, university students’ right of demonstrating against university decisions, the Israeli Occupation’s closure of Palestinian civil society organisations and classifying them as terrorist organisations.

8. REFORM monitored civil peace violations that disrupt the rule of law by several interventions including:

- 8.1** Building and developing the capabilities of 121 conflict resolution practitioners. This was first done by implementing capacity-building trainings in alternative dispute resolution (ADR) and resolution mechanisms, conflict transformation and analysis mechanisms with 60 participants (30 males, 30 females).

Additionally, REFORM held a webinar session entitled "The Tunisian and Saudi Experience in Judicial Arbitration and Mediation". In this session, the speakers Dr. Fahd Al-Rifai, President of Al-Rifai and Al-Dahesh Law Firm, Legal Consultations, Arbitration and Documentation from the Kingdom of Saudi Arabia and Tunisian Counsellor Ziadeh Gomeh, Head of the Tunisian Centre for Arbitration and Mediation, discussed the arbitration and judicial mediation from the perspective of the Tunisian and Saudi experience.

The webinar was attended by 61 practitioners (41 males, 20 females) of alternative means of dispute resolution. This webinar session opened discussions about the ethics and values that practitioners of ADR must have, as well as duties and tasks, in analysing the environment and nature of conflict. This was accompanied by an exchange of pioneering and successful experiences to promote work by alternative means in solving disputes.



9. In order to contribute to developing coordination mechanisms between NGOs, local government units and ministries, REFORM implemented the following activities:



3

partnership
agreements

9.1 Developing 3 partnership agreements with the Municipalities of Salfeet, Qatanneh and Qalqilyeh in order to enhance the disclosure approach in their work.

Findings and recommendation were drawn from the previously mentioned action research published by REFORM, under the title “The Reality of Community Monitoring and its Documentation in Local Bodies from the Point of View of the Local Community”. For more details on this research, refer back to (Strategy 2, intervention 2.1). REFORM developed 3 partnership agreements with the Municipalities of Salfeet, Qatanneh and Qalqilyeh in order to enhance the disclosure approach in their work.

The development process consisted of six meetings held over two phases. The initial meetings were held to introduce the disclosure protocol and various disclosure mechanisms. In the subsequent meetings, the draft disclosure plans were discussed and adjustments were made to them before issuing the final version of the plans.

The meetings were attended by mayors and directors of departments, as well as representatives of the local community. The importance of the disclosure plans lies in enhancing the confidence of the local community in the municipality, reducing the gap of expectations and preparing them for a higher level of involvement and participation in the management of municipal affairs and programmes.

Memoranda of understanding have been signed between REFORM and the targeted municipalities to enhance the disclosure approach in their work. The memoranda specify the roles of each party, which focus on working to implement the disclosure plan, adopting the plan, building capacity of employees and periodically evaluating the performance of the disclosure system.



Salfeet Municipality



Qatanneh Municipality



Qalqilyeh Municipality

Strategic Direction #3

Promote Active Citizenship Practices and Fostering Youth and Women Engagement

REFORM aims to promote active citizenship practices and foster youth and women engagement by lobbying for enhancing the responsiveness of policies related to the involvement of young men and women in the policy-making. This involves development, initiating national, regional and international youth networks, strengthening partnerships between local communities and local government bodies, supporting the social entrepreneurial activities, supporting youth and women to lead social mobilisation processes towards freedom and lobbying to maintain democratic processes.

10. Lobbying for enhancing the responsiveness of policies related to the involvement of young men and women in the policy making related to development:

- 10.1 Enhancing the work of youth monitoring groups by constructing and developing the capabilities of a new cohort and integrating them with existing monitoring groups. A series of twelve training days were conducted for the newly formed group, comprising beneficiaries targeted under the United in Diversity III project. The trained beneficiaries were among the ones that displayed an eagerness to participate among other targeted beneficiaries. Six new monitors (3 males and 3 females) underwent training to assess government performance. The group has commenced collaborating with the previous groups on monitoring the gaps in the government performance, the achievement of decision-makers' duties and implementation of decisions and responsiveness of plans and policies to the people's needs.
- 10.2 Producing the government performance monitoring report for the year 2021 as well as working on the development and production of the monitoring report for the year 2022.

In the beginning of 2022, the Public Policy Monitor at REFORM issued the third government performance monitoring report for 2021 and submitted it to the Prime Minister's Advisor for Strategic Affairs, Mr. Daoud Al Deek at the Prime Minister's Office. The report is one of the tools for engaging young activists to facilitate their ability to actively participate in decision-making processes. It also contributes to creating a pluralistic society, in which all Palestinians can actively participate in formulating governance tools and their outputs and preserving individual and collective human rights values. The foremost of which is the right of citizens to access information and engage in public affairs.



QUOTE

This report strengthens community partnership in managing public affairs by following up on government decisions and commitments and their implementation. It is a means that strengthens the efficiency of the general systemic component, improves its outputs and extends the citizen's involvement and partnership.

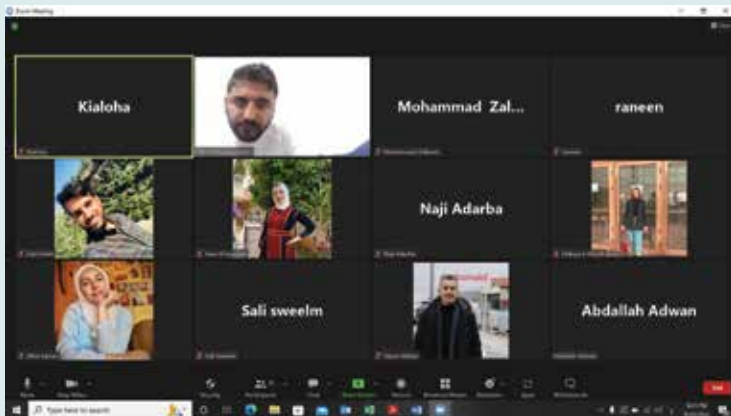
Mr. Daoud Al Deek
Prime Minister's Advisor for Strategic Affairs



11. REFORM contributed to initiating national, regional and international youth networks by:

11.1 Dedicating 9 experience exchange platforms and networking processes with international groups. 9 virtual “Dialogue with the World” sessions were implemented with a number of international activists. This was done to discuss general issues that occupy the Palestinian public opinion. These sessions also highlighted the experience of European youth activists in political participation, candidacy and elections. The groups discussed the possibility of forming an international network between European youth and Palestinian youth to exchange experiences in lobbying for political reforms, foster youth engagement and amplify their voices to the international media.

11.2 Forming a network of youth in refugee camps. Using the REFORM **Cultural Cafés**, which were created in refugee camps in 2022, REFORM succeeded in contributing to supporting youth and women to lead social mobilisation processes towards youth and women engaged in public spheres. This was done by providing safe and interactive cultural spaces that enable young groups to discuss their various challenges and develop their individual and collective skills, improving their living conditions and participation.



72
Activities

120
Young participants

8 Refugee camps in Gaza Strip and the West Bank

During 2022, REFORM Cultural Cafés planned 72 activities with more than 120 young participants from 8 refugee camps in Gaza Strip and the West Bank. These activities used engaging means and mechanisms enabling youth to discuss their daily life, draw conclusions related to becoming agents of change and bring about change. The conducted activities included having book reviews, discussions and screening of movies.

The 72 activities were distributed between the Cultural Cafés as following:

REFORM Cultural Cafés Activities



23
Activities
Maghazi Refugee Camp



20
Activities
Qalqilya City



21
Activities
Jenin Refugee Camp



3
Activities
Khan Yunis Refugee Camp



4
Activities
Tulkarem Refugee Camp



1
Activities
Ramallah Refugee Camps
(Al Jalazoun and Al Amari
Refugee Camps)

12. To contribute to strengthening the partnership between local communities and local government

12.1 REFORM organised 22 consultation meetings with local governance bodies to define their needs and think of non-traditional means to enhance the responsive to the needs of citizens. This also enhances the partnership between LGUs and local bodies. The local government that participated in these sessions were:



1. **Hebron Governorate**
(Sae'er, Sammou', Shyoukh, Deir Samet, Alkarmel)
2. **Salfeet Governorate**
(Salfeet, Deir Istya, Qarawat Bani Hassan, Bidya, Kufur Eldeek, Bruqin and Kifl Haris)
3. **Tulkarem Governorate**
(Kufur Ellabad, Tulkarem, Anabta, Qufeen, Baqa Sharqyia and Ateel)
4. **Qalqilya Governorate**
(Qalqilya, Jayyous, Azzoun, Hable and Kufur Thulth)
5. **Ramallah Governorate**
(Betounia)
6. **Jerusalem Governorate**
(Qatanna)

12.2 Institutionalising social accountability by implementing 10 sessions of advocacy and lobbying training in the same governorates mentioned previously.

The participants were representatives of the local community, in which their capacities were enhanced by developing lobbying and advocacy campaigns. Their knowledge increased in the components of the different campaigns and how to create them. The participants from each governorate worked on creating advocacy campaigns (Posters and/or accountability vans). Their work reflects their local communities' needs, in which they were disseminated on different social media platforms. The interactive training style attracted and encouraged them to discuss different ways of increasing their local communities' participation in planning processes by introducing tools and techniques to raise awareness about the issues that they monitor in their communities.

INTERNATIONAL DEMOCRACY DAY

12.3 On International Democracy Day, REFORM’s young activists from the West Bank and Gaza participated in an advocacy campaign with the aim of lobbying to restore the electoral lists. This was accomplished by sending messages to decision-makers about the importance of the democratic process and its repercussions on the independence of the Palestinian political system. The participants filmed short videos on the topic and they were published on REFORM’s communication channels. Each video reached approximately 5,000 social media users.



Ahmad Elayyan (Ramallah)



Yasmin Darweesh (Gaza)



Saja Khalil (Ramallah)



Mohammad Alhobi (Gaza)



Rahaf Shamali (Gaza)

13. REFORM worked on supporting various social entrepreneurial activities including:

13.1 Organising 6 artistic cultural events to promote women engagement and to portray major hindering forces that hinder women engagement. These initiatives were attended by participants from Bethlehem, Gaza, Khan Yunis and Ramallah. The cultural events addressed civil society organisations in the cultural field and sought to challenge gender roles stereotypes.

The discussions were conducted through the methodology of Social Transformation, which provides participants with the tools to analyse and identify the root causes of their predominant beliefs and values. Examples include the interpretation of religious texts, cultural education and stereotypes developed through the cultural and structural fragmentation within the Palestinian society. An open debate and discussion between men and women were encouraged in order to surface existing stereotypes towards the various components of the community and to show how this is reflected in Palestinian society on a daily basis.

6 Artistic Cultural Events

443 Attendees



Performing and discussion of the play "Taeesh" by Al Harah Theatre

Attendees
40 males, 60 females



A dialogue session entitled "The Role of Art and Culture in Changing Stereotypes on Women's Role in Society"

Attendees
45 males, 55 females



Discussion of the play "Stone Maryam" by the Palestinian director Moustagha Al-Nabih

Attendees
58 males, 48 females



A discussion of the short film entitled "Save Them" by the Palestinian director Amer Abu Nasser

Attendees
44 males, 43 females



A film screening and dialogue session of the film "This is the Law" by the Palestinian Director Fadya Salah Al-Deen

Attendees
9 males, 16 females



A screening and discussion of the music video "The Girl Wants to Play Music, World" by Luna Hamada

Attendees
7 males, 18 females



13.2 Funding 4 social entrepreneurial initiatives and projects in cooperation with 24 partners, including 13 from Gaza, 11 from the West Bank including Jerusalem. The funded initiatives were:

1. Advocates for Justice initiative

This initiative aimed to enhance youth's awareness of their rights by developing their capabilities and knowledge of their rights based on the principles of human rights. The participants were trained to document violations against human rights within Palestine including violation on movement, collective punishments and access to education. The initiative aimed to shed light on Israeli violations and raise the capacities of the youth on the principles of human rights, dialogue and documentation. Additionally, the initiative enhanced the trust between citizens and local institutions, as well as trained a distinguished youth team in applying social accountability tools.

This initiative was implemented by the Human Rights Defenders Foundation, Witness Centre for Citizen Rights, Noor Al-Ain Association for the Blind, Human Rights and Democracy Media Centre "SHAMS", the National Society for Democracy and Law and Amjad Association for Creativity and Community Development



2. We Want to Participate initiative

This initiative aimed to enhance the role of youth within political parties by holding training to raise the capacities of young people on the political participation of youth within parties and the formation of a pressure lobby team emanating from the initiative.

The initiative was implemented by the Palestinian Working Women Association for Development, Nebras Association for Community Development, Seeds Association for Development and Culture, Al-Razi Association for Culture and Society, Youth Without Borders Forum and Muazafeen Club.



3. Good Governance initiative

The initiative is based on promoting the concepts of good governance through the implementation of several activities in partnership between 6 institutions in all governorates of the country. This was done in a manner that reflects the unified national action through civil society institutions that express the opinion of the Palestinian society in all its categories.

The initiative was implemented by Bunyan Association for Community Development, Beit Al Mostaqbal Association, Give Palestine, Fares Al Arab Foundation for Development, Hiwar Centre and Future Youth Arms Forum.



4. The Goodness Within Us initiative

This initiative promotes the culture of civil peace within Palestinian society, dialogue among young people and their role in spreading the concepts of accepting others away from violence and exclusion. It also focuses on spreading the culture of tolerance among members of society, in addition to dialogue, tolerance, acceptance of difference, self-reconciliation and acceptance of the other.

This initiative was implemented by Al-Firdous Association, Female Graduates Association, Zeina Cooperative Association, Southern Media Forum, Sustainable Change for Development, Psychology Spa.



13.3 By holding a planning workshop for Agents of Change Initiatives entitled “Agents of Change Planning Workshop”, REFORM built and developed the institutional capacities of 5 grassroots partner associations. The workshop was attended by 51 participants (35 males, 16 females). During the workshop, the participants were able to identify:

1. The goal of each initiative
2. Mechanisms for implementation and sustaining these initiatives
3. The interventions that each initiative intends to implement



5

Grassroots
Partner
Associations

51

Participants



35

M



16

F



- Implementing a training day in partnership with the General Union of Youth Centres in the refugee camps and the Department of Refugee Affairs with youth centres in Palestinian Refugee camps, with the participation of 26 participants (21 males, 5 females). The goal of the training was to empower the youth centre’s financial management capacities and communications skills. This training was conducted based on the request of the Department of Refugee Affairs. Additionally, the training took into account the need to establish a joint media unit for the youth centres.

14. REFORM interventions contributed to supporting youth and women to lead social mobilisation processes towards freedom

14.1 REFORM organised national dialogues related to civil and political rights of the Palestinians by implementing a conference entitled: **“Palestinian Civil Society for National Reconciliation.”** This was done in partnership with Pal-Think for Strategic Studies. The conference was held with the participation of 43 participants (28 males, 18 females) from the West Bank and 150 participants (80 males, 70 females), representatives of organisations working in the political, social and trade union fields.

During the conference, the National Coalition for Social Coherence and Unity was introduced to the participants as well as the initiatives it has implemented. The conference agenda included a discussion about the obstacles and prospects for social reconciliation. The participants also discussed and reviewed a number of policy and research papers produced by the coalition. During this, REFORM presented and facilitated the discussion of a research paper entitled “Social Pluralism to Challenge Structural Division”.



15. Three primary interventions by REFORM contributed to lobbying to maintain democratic processes:

15.1 During 2022, REFORM worked on supporting youth to assume leadership positions within their political parties. Here is the story of Elias Radwan, Secretary of the Youth Division of Palestinian Democratic Union (FIDA) Political Party in Qalqilya Governorate:

“My relationship with REFORM began in 2020. My current position as Secretary of the Palestinian Democratic Union-FIDA in the Qalqilya Governorate is the result of what I learned in the “YOUth ARE THE CHANGE” project.

The project has greatly influenced and strengthened my personality and ability to deeply understand the contradictions between social components, the gap between young men and women and the political system with all its components, institutions and parties and to analyse and provide solutions to political and social issues.

Today, from my position in the political party, I interact with many young men and women. I am determined to transfer their vision and aspirations to actual implementation through my relationship with REFORM, its interactive platforms and dialogue sessions and coordination meetings held with decision-makers.

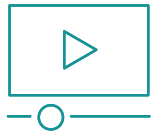
I will work to provide solutions for their problems by networking with them through civic spaces that build and develop the capabilities of activists and enhance the concept of civic values. They have a role in shaping the identity of the Palestinian state that we aspire to reach.

Throughout my participation in REFORM activities, I have come to fully understand my rights that are guaranteed by the Palestinian Basic Law and duties that enhance my citizenship. As a result, I am more determined to defend the rights of youth and women and raise their voices within the Palestinian society. REFORM provided us with the appropriate communication tools to address our communities and convince the public of our ability and the importance of our roles as young men and women. We can develop and build a better future for us all.”

Elias Radwan, Secretary of the Youth Division of Palestinian Democratic Union (FIDA) Political Party in Qalqilya Governorate.



15.2 15 activities aimed to lobby towards restoring the democratic processes in Palestine at the local and national levels as following:



5 Democracy Day Advocacy Videos

Reaching
25,000 social media users



3 Analysis Articles

Reaching
2,000 social media users



3 Radio Episodes

Reaching
1,500 listeners on social media



50 Social Media Posts

Reaching
28,000+ social media views

As well as the radio's live listeners which are estimated to be 9,000 listeners per episode

15.3 Enabled 100 youth (53 males, 47 females), aged 18-25 years, to monitor local and national electoral processes. This was possible because REFORM is a classified local monitoring body by the Central Elections Commission for the general elections in Palestine during the presidential, legislative and local elections. This year, the Association was approved as a local monitoring body with 100 local observers.



As a result, a training was organised for 100 local observers for 3 days, divided into 3 groups. This trained the participants to monitor violations during the electoral processes in the form of reports that would affect the conduct of the electoral processes. This could also confirm the fairness and transparency of electoral procedures and practices that are implemented during the electoral process.

The training aimed to enhance the role of observers in understanding the stages of the electoral process and becoming competent in monitoring general elections.

During the elections, these observers monitored the second phase of the local elections and issued a report monitoring the 2022 local elections in municipalities classified as A and B.



Strategic Direction #4

Advance Outreach and Targeting Capabilities of REFORM

To advance the outreach and targeting capabilities of REFORM, the Association set its goal to expand its segmentation and targeting capabilities. This was done to develop and use diverse and appropriate institutional media tools and finally improve the outreach and communication mechanisms as follows:

16. REFORM has institutionalised its communication tools by:

16.1 Developed a brand book for REFORM.

16.2 REFORM has developed the 2023 – 2025 Communication Strategy. The communication strategy was coached and supported by OXFAM. Additionally, the communication team was trained to develop their capacities during creating the strategy.



Ms. Hala Morrar the Media and Advocacy Coordinator during the communication strategy training.

17. REFORM expanded its segmentation and targeting capabilities in 2022 by:

17.1 Intensifying the use of funded advertising in the Association, reaching more than 600,000 organic and paid social media users on Facebook, Instagram, LinkedIn, Twitter as well as Mailchimp. REFORM grew social media followers by 90% more than the previous year.

17.2 Publishing more than 500 posts in order to promote the Association's work, values and enhance the people's awareness about the nature of its work.

17.3 Encouraging the participation of beneficiaries in promoting the Association's programmes and projects by creating collaborative social media content. An example of this was when 10 of REFORM beneficiaries contributed to the 16 Days of Activism to Combat Gender-Based Violence by creating videos and posts for the campaign. These videos were published on REFORM's communication channels. Additionally, the beneficiaries frequently published content about the activities they were participating in, mentioning the Association's various social media channels.



- 18. Producing one short video on REFORM's journey during the past 10 years.
- 19. Activated the use of the features of the "Office 365" programme in electronic communication within the Association.
- 20. Furthermore, REFORM always organises orientation and coaching sessions for new employees to teach them about the target groups and REFORM's mission.



- 21. Developed a Practitioner's Targeting tool kit which is composed of a combination of experimental tools based on the Conflict Transformation Methodology. Facilitators can refer to the tool kit for various purposes: Team building, experiential learning, activities and exercises that can challenge a team to deal with real issues of conflict, working with differing personality styles, perceptions, assumptions, ways of thinking and provide skills that can be used in real life. The activities in this tool can reveal actual conflict along with emotions, personalities, misunderstandings and reactions. Through these activities, the team experiences conflict in a safe environment. When teams learn the benefits of conflict, they lose some of the fear associated with conflict.

22. Completed updating and developing REFORM's website.

Visit our new website at www.reform.ps and share your feedback to further develop this effective communication channel.



23. Developed the REFORM follow-up mechanisms with previous beneficiaries and target groups by:

- 23.1** Periodically reflecting the most prominent statistics and results of the Association's work programmes on the website.
- 23.2** REFORM celebrated its tenth anniversary. The event was attended by more than 150 of REFORM's donors, partners and project beneficiaries.



The 10-year celebration included a short speech given by Ms. Carmen Kishek, member of REFORM's Board of Directors.



Another speech was given by the Association's long-standing partner, Konrad Adenauer Stiftung (KAS), represented by their Country Director, Mr. Steven Hoefner, where he emphasised the importance of KAS's partnership with REFORM. He also discussed REFORM's role as a partner in devising out-of-the-box tools and mechanisms as well as responding to the needs of youth in Palestinian society.



Strategic Direction #5

Develop the Organisational, Administrative and Financial Structure of The Association

In order to contribute to the development of the organisational, administrative and financial structure of the Association in 2022, we intensively worked on developing the institutional building aspects in the organisational, technical and administrative fields. Additionally, REFORM worked on building and developing the capacities of the Association's human resources, developing and diversifying the Association's resources and improving financial stability. Finally, REFORM digitised its functions and processes. Various significant interventions were implemented in 2022 to achieve these strategies. Some of them are presented here:

24. Developed the institutional building aspects in the organisational, technical and administrative fields:

24.1 REFORM approved two main policies and established a provident fund:

1. Accountability to Affected Populations (AAP) Policy

The implementation of an accountability system strengthens the capacity of targeted communities to access the financial and administrative information of REFORM. While the Association has consistently proclaimed its commitment to being accountable to its stakeholders, the existence of this policy further facilitates the organised access of targeted communities to financial and administrative data. Moreover, it assesses the responsiveness of REFORM's programmes to the needs of its audience, the effectiveness of programme design in meeting those needs and fosters an environment in which beneficiaries can actively monitor the Association's performance.

2. Prevention of Sexual Exploitation and Abuse Policy (PSEA)

Exploitation and sexual harassment are key aspects of power abuse based on gender. As an Association that stands against all forms of violence and discrimination, REFORM has embraced a policy on safeguarding against exploitation and sexual harassment. This includes addressing male-exclusive behaviours towards women regarding participant levels in the Association's programmes, as well as the staff and board members. REFORM has developed a specific complaints procedure in this regard in order to promote a safe and secure working environment.

3. REFORM's Provident Fund

Establishing a provident fund for employees will be a strategic measure that offers significant advantages to both the employees and the Association. The provident fund will help employees secure their financial future. Additionally, the fund will facilitate improved financial wellness among employees by encouraging prudent saving and budgeting behaviours. All in all, the establishment of a well-managed provident fund will be a prudent investment in the financial well-being and satisfaction of employees while also contributing to the long-term success of the Association.

25. Built and developed the capacities of REFORM team members:

25.1 Contributed to update the organisational structure in line with the strategic framework and business plan by increasing one staff's knowledge in Procurement. Also, two members of REFORM staff were trained on the process of Monitoring and Evaluation.

Finally, two REFORM team members also underwent training in financial training.

REFORM's participation abroad

- REFORM actively participated in a strategic planning workshop held in Amman, Jordan, for GIZ's PART II Programme, which is implemented on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The workshop included partners from the Department of Refugee Affairs (DORA) and the United Nations Relief and Works Agency (UNRWA). The workshop aimed to identify future strategies, interventions and collaborative initiatives aimed at enhancing the influence of Palestinian refugees on their living conditions in the MENA region. By engaging in this workshop, REFORM was able to exchange ideas and knowledge with its partners, as well as establish common goals that will facilitate the Association's efforts to improve the lives of Palestinian refugees in the region. Overall, this workshop provided a valuable opportunity for REFORM to engage in a meaningful dialogue with key stakeholders and position itself for future success in achieving its objectives.



- REFORM participated in a partner coordination workshop organised by IM Swedish Development Partner, which was held in Amman, Jordan. This workshop brought together IM's regional partners who work towards the empowerment and mobilisation of young people, enabling them to assert their right to social and economic inclusion, civic participation and decision-making.



- REFORM participated in the Naseej project meeting held in Erbil, Iraq, where over 20 partners from Iraq, Palestine and Yemen converged to address sexual and gender-based violence. Among the purposes of the meeting was to authenticate the regional comparative research findings and uncover new opportunities for advocacy and influence. The meeting facilitated an environment that allowed the participating partners to establish professional networks, exchange knowledge and experiences and improve their outreach and targeting capabilities. The event also placed emphasis on promoting feminist leadership and gender-just organisational elements and revitalising mental health. All of these elements are crucial, particularly in difficult environments where vulnerable groups are served.



4. REFORM participated in a two-day workshop in May 2022 which was organised in Beirut, Lebanon by the UN Women Regional Office for Arab States and the Government of Finland titled “Women Building Peace in the Arab States: Regional Synergies and Cross-Learning”. The workshop aimed to highlight women’s mediation efforts in their communities and explore good practices and strategies for strengthening women’s participation in local mediation across Iraq, Jordan, Lebanon, Libya, Palestine, Syria, Tunisia and Yemen. REFORM was able to exchange successful strategies and discuss challenges faced by women peacebuilders in the region. The workshop also provided a platform to build alliances among women peacebuilders across the region, contributing to the capacity building and effectiveness of REFORM in local mediation efforts in the region.



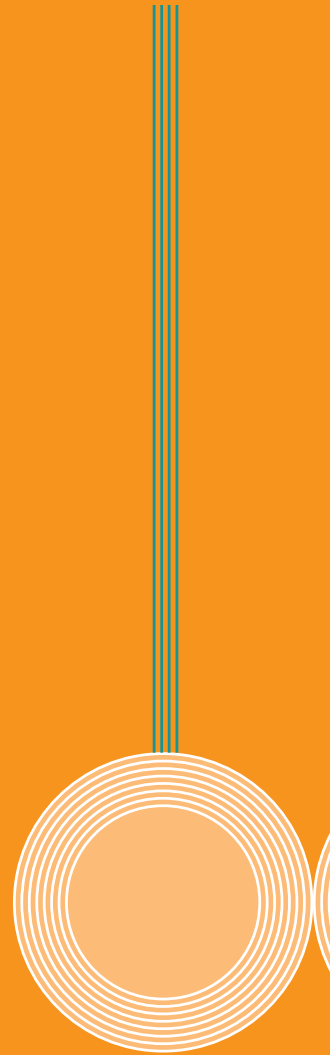
5. With the aim of empowering women participating in REFORM programmes and enhancing their role in society through exposure to models from around the world, two REFORM beneficiaries had the opportunity to participate in the Terra di Tutti Film Festival. The festival took place over four days in Bologna, Italy. It offered participants a platform to view artworks from international filmmakers and engage in a serious exchange of knowledge and experiences on non-traditional initiatives to enhance their personal pursuits. As representatives of the Association, the participants presented two initiatives during the festival, which enabled them to address the challenges they encountered and promote their endeavours among a diverse audience from around the world.





SECTION
3

10 YEARS OF IMPACT AND SUCCESS



1.

A Living Space for Aida Camp

Aida Youth Centre

Mr. Anas Abu Surour, Executive Director of Aida Youth Centre and a Community and Youth Activist
Aida Refugee Camp, Bethlehem – Palestine



Our centre specialises in working with youth and children through cultural, social, artistic and educational projects. We can proudly say that our relationship with REFORM is a true partnership. We implement joint activities and initiatives that are led by the participants. These activities and initiatives aim to develop the community in the camp and contribute to the youth's abilities and knowledge.

The centre's partnership with REFORM began since we were a new establishment. It has been strengthened even more in the past five years as we have been working together annually. In 2021, we jointly implemented the "Poster Art" initiative, through which we executed the second edition of the "Bazaar of Return", which was a great success. During the three days of the bazaar, more than 5,000 visitors visited us. 50% of the visitors were from outside the camp and from different Palestinian areas. This helped break the stereotypes about the camp, emphasising its role in strengthening the collective Palestinian identity and breaking the barriers between the residents of the different Palestinian areas.

REFORM's interventions developed the centre's youth's ability to analyse their preconceived stereotypes towards their society. These interventions significantly impacted the young men and women participants. REFORM helped them cooperate and accept different viewpoints. They learned to work together as a team for the development of society. REFORM also worked on structuring interventions that are accepted and respected by all parties.

REFORM also had an effect on their personalities and mentality. This enabled them to use the tools they learned to bring about the change they aspire to achieve in society. We also see the clear impact of the Association's interventions on their behaviour, discussions and awareness.

During a short period, REFORM succeeded in forming a model for Palestinian national institutions that can lead change in the local community, help change mentalities for the better and permanently develop the local community.

2.

Our Heritage Became Our Present

Victorious Women for Life Group

Sara Abu Amer, Social Activist

Birzeit - Palestine



We are a group of women who recovered from breast cancer. We like to call ourselves victorious women, from the villages of Ramallah governorate. In 2021, we aspired to launch an initiative entitled “Our Heritage Became Our Present”, which was concerned with recycling items from the Palestinian heritage and culture. This includes Palestinian dresses and embroidery in order to produce products that can be re-consumed and sold.

REFORM significantly impacted the early stages of establishing and implementing the initiative that still exists today. This was done by providing us with basic materials to start implementing the initiative and by providing a member of the group with training. I was the one who took the training. For me, it was the first of its kind. The training offered many

skills, including project management, planning mechanisms and building budgets.

Today, after I was able to apply the training to the group’s projects and initiatives, I am passing this knowledge onto other women. I have benefited from the training and worked on transferring the benefit to others.

Thanks to my work with the group and managing the initiative’s implementation, I am no longer called the survivor or the sick woman! I am finally able to draw in people’s minds a new image of myself. Thanks to REFORM, I can finally work as I used to before I was diagnosed with cancer. Now, I am stronger than before and my business is more developed than it used to be.

3.

"You are the Life", an Idea that Made a Change

The Women's Centre, Ain Al-Sultan Camp

Maisar Waqqad, Executive Director

Ein Al-Sultan Camp, Jericho - Palestine

Complex conditions are experienced by women in various Palestinian areas, especially the Palestinian camps, such as Ein al-Sultan camp. In light of the COVID-19 crisis, its consequences and the increasing violence against women, we were in dire need of a professional team specialised in providing psychosocial support services to women.

Initiated by two women members of the centre, we had the idea to establish a team specialised in providing psychosocial support services under the title "You are the Life." Jointly with REFORM, we began to translate this dream into reality. Using the technical and logistical support we were provided with, we were able to build a specialised team capable of providing services to women in the camp.

At the beginning of the unit's establishment, our work was chaotic. We were providing services without specific plans or priorities. Seeing the need to develop this aspect of our work, REFORM trained a group of the unit's female volunteers, social workers and psychologists on managing this unit and methods of activating it. This resulted in organising our work and strengthening the unit by helping us structure each of our programmes. Now, we are capable of accommodating more cases to work with

and can determine the type of service each case needs. The training also impacted our financial procedures, how we provide services and our financial reports.

Now, after 3 years, we have provided our services to a large number of women in Ein Al-Sultan camp. Our services were extended to women in the villages adjacent to the camp and even the entire governorate. We implemented programmes that targeted women directly and indirectly, providing them with various psychological, social, health, legal and economic support. We have implemented a large number of initiatives in partnership with several local institutions. These included health, psychological, social, cultural, legal and vocational training initiatives to empower women economically and awareness campaigns through direct sessions or phone calls.

This is all because we believe that psychosocial support services that are provided to women are of great importance in the individual's self-protection, effectiveness and psychological security. We aspire to develop and adapt our methodologies to achieve our vision of a conscious, self-aware society that lives in deep inner peace in difficult circumstances.

4.

An Early Success Story Developed with an Ongoing Relationship with REFORM

Issa Al-Khatib

A Political Activist and member of the Municipal Council in the Municipality of Hizma

Hizma, Jerusalem – Palestine

My experience with REFORM since the beginning has never stopped. Rather, it has not stopped for us as young people. It is a long experience that exceeds five years. It began for me as a participant in the “Active Men for Leading Women” project, which aimed to understand the root causes of gender inequality and develop community solutions that involve men in achieving gender equality in Palestinian society. This REFORM project worked on increasing our understanding of the importance of women’s partnership in society and its impact on the integration of community components and the development process. This project had a significant impact on me. By participating in the project, it became apparent to me that Palestinian women are capable of performing tasks traditionally associated with men. Many Palestinian female models paved their way and faced many challenges that eliminated the idea that women only have traditional and stereotypical roles. They took on many roles and responsibilities until they reached the international level.

After the project ended, I was keen to attend, participate and interact in the space that we created at the Association to develop and use the skills that I gained from my experience with REFORM. I became more systematic and less random in my work. I gained knowledge of laws, skills and risks that could disrupt the democratic process and alienate youth from society. This increased my determination to provide solutions to the issues that the community suffers from. This was the main motivation for me to run for elections to establish the principle of democracy in Palestinian society and our right as youth to reach decision-making levels.



Therefore, when the date for the local elections was set in 2022, I decided to run. I chaired the list of the Democratic Front for the Liberation of Palestine in my district and I obtained membership in the municipality through the election. Now, I am using the skills and network that I gained in the municipality to provide constructive ideas based on scientific methodologies and knowledge that I gained from my experience with REFORM.

This is my story. It is an early success story that developed through a continuous relationship with REFORM who helped me reach the success.

5.

My Experience with REFORM and its Significant Impact

Muhammad Abu Srou

Former member of the Popular Committee in Aida Camp

Aida refugee camp, Bethlehem - Palestine.

It is essential for a person to find a space that embraces them, enabling them to express themselves and share their thoughts. This is what REFORM is about. At first, I was a participant, then an assistant facilitator, then a facilitator who influences others and tries to create change. My continuous involvement in the Association's activities has had a positive impact on my personality. It made me an active person and changed my perspective on various life issues, away from conformity.

My experience with REFORM helped me search for answers within and outside Palestine. There was a kind of positive guidance that we, as a young and enthusiastic generation, have always been lacking in terms of social change. I tried to transfer the experience of public spaces with my colleagues by creating a cultural and educational space in my camp through a grassroots organisation called "Aida Youth Centre". Despite the obstacles and limited resources, we succeeded in providing a space for our community to meet and discuss social and political issues. After more than five years, this space has become a place where many people from the camp gather.

The results of the experiences and skills acquired through workshops, social meetings, discussions and others were an informal community learning process. One learns through associating with friends, facilitators and many participants from diverse academic backgrounds and geographic regions. This helped me gain a deeper understanding of myself, my community and my role as a young person who did not find a platform, a place or a forum for guidance and advice.

Later on, I worked hard to apply the skills and experiences that we acquired in the environment where I live. I attempted to translate these ideas into actions on the ground. The most important of which was my involvement in the Popular Committee in Aida Camp, which had been present in the camp for more than twenty years. During the past four years, I was able to transfer a large part of my experience by contributing to several projects, including relief and development projects such as the recycling project or the establishment of a football field and the



design of a public park in the camp. We had an absolute belief in the importance of public spaces for all generations for release, thinking that would help them heal. This had a significant impact on multiple levels and formed a type of intellectual and social renaissance for the residents of the camp.

REFORM played an effective role in these stages by providing us with space, tools and logistical support that we needed. They also provided us with training and workshops and helped us network and open doors for relationships at the level of meeting officials. We were able to pressure and advocate for the needs of our camp.

In the end, I believe that the most important achievement we were able to accomplish was developing a team in the camp capable of leading the new stage. We gave them our confidence after training them by submitting our resignations from the Popular Committee and refusing to run for office. This way, we were able to give these new individuals the opportunity to lead the change process.

6.

My Relationship with REFORM is an Idea and a Story

Jihan Badawi

REFORM General Assembly

Al-Arroub Camp, Hebron – Palestine



Between today, yesterday and the aspiration for a better future, there are distances of hard work and diligence. My journey with REFORM began in 2012, which was a leap and a very important experience. It formed a bridge that helped me transfer from the private sphere to the public sphere.

This started with the Bridges project, which was a starting point for a girl who wants to make a difference. The Bridges project helped me make an important decision in my life, which is the necessity to find a project that is related to me alongside my professional work. The skills I acquired through Bridges helped me search for my independence.

REFORM enabled me to start my own project by providing me with the necessary materials and space to take that step. At the Innovation Hub, I worked with

a group of young men and women from different areas to produce large-sized sponge dolls. This was the starting point for my project called "Doll and Story", which reached areas in the north and south. I also conducted other workshops in Tulkarrem, Qalqilya, Jenin, Ramallah, Bethlehem and the Al-Fawwar and Al-Arroub camps.

After that, and for the past 7 years, I have become a member of the General Assembly of REFORM, which is a great pride for me. REFORM is my family, which I always boast of. I started my experience and my project with them. It was my launchpad. REFORM is the Association that holds our hands to reach the goal we want. It opened closed doors for me and developed my personality. I have all the respect and appreciation for it.



7.

REFORM Provided me with Communication Bridges

Mohammed Ghrouf

Member of the Municipal Council in Jericho and Director of the Policies Department in the Jericho Governorate.

Jericho - Palestine.

My start with REFORM Association was through the GuSu project, which was implemented in 2014. The project brought together young men and women from Jerusalem and its surroundings to remove barriers between the two groups and change the stereotypes they held about each other. The project achieved this goal, as the participants became friends who have formed family ties. We broke down the barriers between us and changed our stereotypical image of one another. We realised that despite our different lives, Jerusalem's youth are a part of us and we are a part of them.

My participation in the project brought about a change in my life. Through participating in the training and sessions with REFORM, I underwent positive changes in my personality, awareness and thinking. I began to look beyond the superficial level and not just focus on the tip of the iceberg. We delved deeper and searched for the reasons and motivations behind any behaviour or idea. I applied this methodology on several levels, including social and intellectual ones. I was not just limited to politics. I became more accepting of others, understanding their needs, more empathetic towards them and thinking about their circumstances and reasons for their actions. This was reflected in various aspects of my life. My cultural, intellectual and political interests were also based on criticism and analysis.



I also became closer to my friends and had the ability to deal with them better. I was able to solve problems between them and provide solutions to social issues. Now, as a member of the Municipal Council in Jericho Governorate, I understand the needs of Jerusalemites and promote communication bridges between them and the people of Jericho.

8.

My Experience with REFORM - The Beginning of a Journey

Nourhan Tabtebeh

Lawyer and Youth Activist

Gaza – Palestine



My experience with REFORM started 3 years ago at the beginning of 2020, through the United in Diversity project. This aimed to improve the participation of youth, especially young women, in decision-making processes. Through my participation in the project, I became more confident and developed my personality and presence. I was encouraged to break barriers and consider everything achievable. The experience also gave me the positive energy I needed to achieve success. Despite the necessary support and encouragement from my family, shyness and fear remained an obstacle that I had to overcome.

However, one of the changes I had was my ability to influence the thinking of those around me. I began to speak about the importance of citizenship values and the status of youth in Palestinian society and the importance of ending the division and regu-

larising the democratic process. REFORM's project paved the way for this change by employing human and administrative professionals to make a difference for young people

My experience with REFORM enabled me to participate. I became an Assistant Facilitator in social transformation, providing young people with tools for analysing deep cultural systems and the legal framework that regulates the relationship between institutions and citizens. Thus, results were made by understanding structural violence and cultural violence and knowing the importance of regular elections. The participants in the training come out with a vision that, if exploited, will build on high capacities for mobilisation

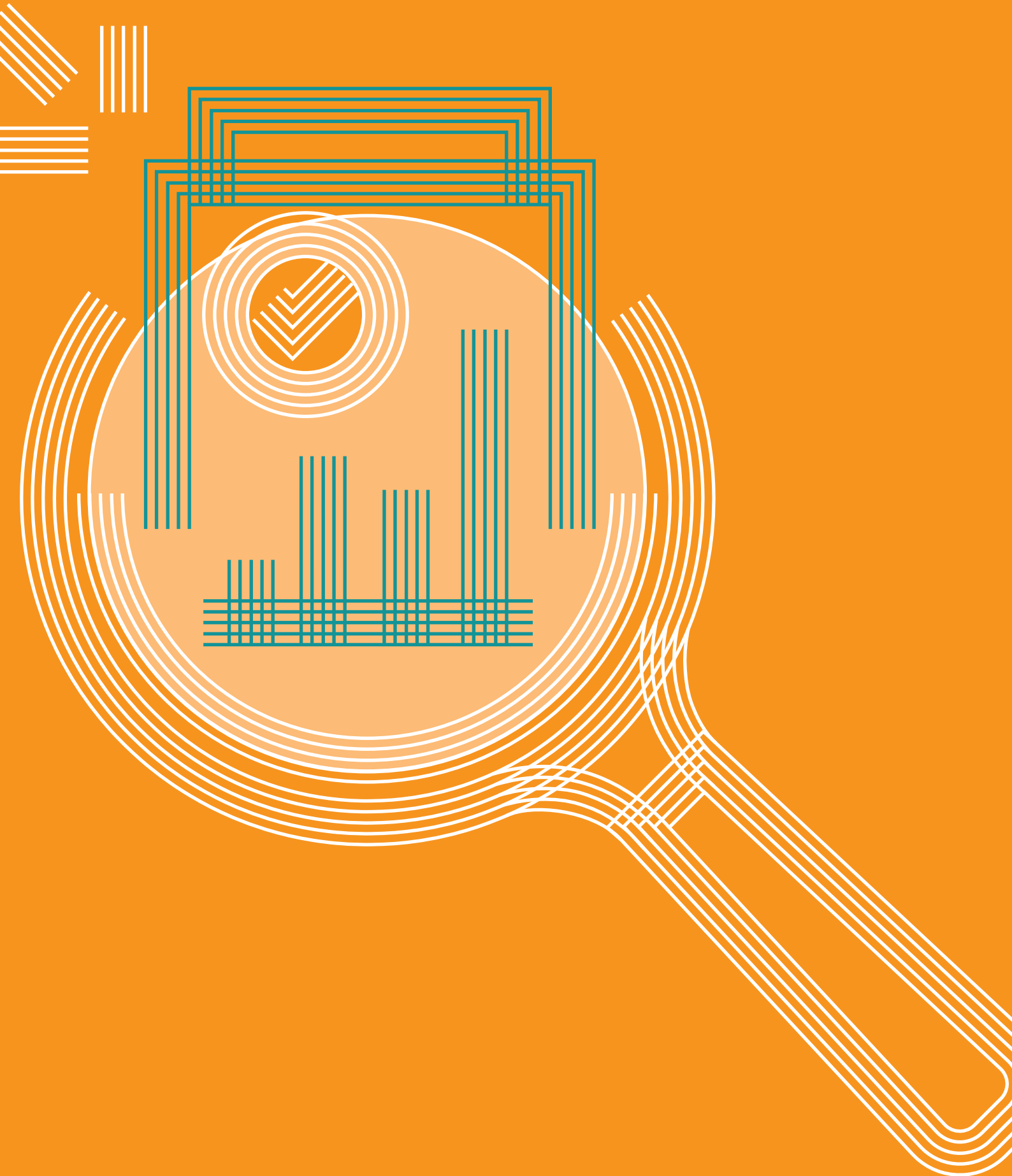
Now, I lead REFORM's Cultural Café in Khan Yunis which provides important cultural tools of change and mobilisation at the Association.



SECTION

4

FINANCIAL OVERVIEW





INDEPENDENT AUDITOR'S REPORT (Continued)

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISA's, we exercise professional judgment and maintain professional skepticism throughout the audit. We also,

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risk, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than the one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the REFORM's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosure are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause REFORM to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Raed Abu Eletham, CPA
License no. (109/2002)

Deloitte & Touché (M.E.)
Ramallah – Palestine
License no. (208/2012)




March 30, 2023

The Palestinian Association for Empowerment and Local Development-REFORM

**Statement of Financial Position
As of December 31, 2022
(All amounts are in New Israeli Shekel)**

	Notes	2022	2021
Assets			
Cash on hand and deposits with banks	5	909,796	767,809
Contribution receivables	6	339,672	380,734
Other current assets	7	9,249	14,136
Total Current Assets		1,258,717	1,162,679
Right of use assets	8	136,753	193,606
Property and equipment, Net	9	217,231	283,305
Total Assets		1,612,701	1,639,590
Liabilities and Net Assets			
Payables and accruals	10	371,030	405,288
Lease liabilities- Short term	8	68,376	71,702
Total Current Liabilities		439,406	476,990
Lease liabilities- Long term	8	68,377	121,904
Provision for severance pay	11	306,083	321,745
Total Liabilities		813,866	920,639
Net Assets			
Unrestricted fund		402,984	391,970
Temporarily restricted fund	13	178,620	43,676
Investment in property and equipment		217,231	283,305
Total Net assets		798,835	718,951
Total liabilities and net assets		1,612,701	1,639,590

The Accompanying Notes form an integral part of these Financial Statements.


 Mr. Mohammad Rabah Ali Ahmad
 Chairman of the Board of Directors


 Mr. Hasan Mahareeq
 Treasurer



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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
The Palestinian Association for Empowerment and Local Development- REFORM

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of **The Palestinian Association for Empowerment and Local Development-REFORM**, which comprise the statement of financial position as of December 31, 2022, statement of activities, statement of changes in net assets and the statement of cash flows for the year then ended and summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of **REFORM** as of December 31, 2022, its financial performance, and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statement section of our report. We are independent of REFORM in accordance with the ethical requirements that are relevant to our audit of the financial statement in areas under the jurisdiction of Palestinian Authority, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with IFRS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing REFORM's ability to continue as a going concern, disclosing as applicable matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate REFORM or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the REFORM financial reporting process.

The Palestinian Association for Empowerment and Local Development-REFORM

Statement of Activities
For the year ended December 31, 2022
(All amounts are in New Israeli Shekel)

	Note	2022		2021	
		Unrestricted net assets	Temporary Restricted net assets	Total net assets	Total net assets
Grants and revenues					
Contributions and Grants from Funding Agencies	12, 13	39,909	2,857,103	2,897,012	3,984,827
		39,909	2,857,103	2,897,012	3,984,827
Net Assets Released from Restrictions		2,731,264	(2,731,264)	-	-
Total grants and revenues		2,771,173	125,839	2,897,012	3,984,827
Expenses					
Projects' Expenses	14	2,717,869	-	2,717,869	3,887,770
General and Administrative Expenses	15	87,193	-	87,193	36,836
Total General, Administrative and project expenses		2,805,062	-	2,805,062	3,924,606
Currency Exchange (Gain)		(83,257)	(9,105)	(92,362)	(4,769)
Depreciation Expense	9	80,669	-	80,669	78,521
Total Expenses		2,802,474	(9,105)	2,793,369	3,998,358
Increase / (Decrease) in net assets		(31,301)	134,944	103,643	(13,531)

The Accompanying Notes form an integral part of these Financial Statements.