مركز تطوير المؤسسات الأهلية الفلسطينية
NGO Development Center

A Strategic Framework to Strengthen the Palestinian NGO Sector

2013-2017

NGO Development Center

March 2013

Strategic Framework for the NGO Sector 2013-2017

Prepared by: NGO Development Center (NDC)

Research Team: Danielo Songco

Khalil Nijem

Nael Younis

Prepared by: NGO Development Center (NDC)

Arabic language editing: Professor Hassan Silwadi

Translation to Arabic: Albert Aghazarian

Design and printing: Hakaza Advertising

Forward

This strategic framework aims to provide a strategic direction to NGOs (within their area of focus) in addressing the key issues that Palestinian society will face in the next five years.

The strategic framework is an update of the NGO Sector Strategy developed by NDC in 2006. We would like here to thank the Agence Francaise De Developpement (AFD) for funding the process of updating and developing this strategic framework as part of their financing of the Fourth Palestinian NGOs Project in partnership with the World Bank.

We would like to also thank the consultants Danielo Songco, Khalil Nijem, and Nael Younis for carrying out the research work, facilitating the meetings, and preparing the strategic framework document.

Special thanks goes out to the four NGO umbrella networks who participated in the development of this strategic framework through their membership in the Steering Committee, represented by: Mohammad Munther Al Rayyes, Issam Hillis, Nasfat Khufash, Khaled Jaber, Aziz Al Assa, Sami Khader, and Issam Arouri. The Steering committee led the process of developing the framework and will oversee its implementation. We also want to thank members of the consultative groups who provided their comments and suggestions regarding the findings and the work of the consultants. And we also want to thank the NGOs who participated in the focus groups, workshops, and consultations, as well as the representatives of the public and private sectors and the donor agencies for their input and participation in the development of this strategic framework.

We also thank our colleagues at NDC: Areej Daibas, Sector Development Manager, Hasan Hamarsha, Laila Shweiki, and all staff members for their efforts, contributions, and role in developing the strategic framework and all the time and effort put into providing support for organizing interviews, consultations, and meetings.

Ghassan Kasabreh
NDC Director

Contents

Executive Summary

The NGO Development Center (NDC) has updated the NGO Sector Strategy that was developed by the Center in 2006. This process was made possible through financing from Agence Française de Développement (AFD) under the Fourth Palestinian NGO Project (PNGO IV).

The new strategic framework aims to provide strategic direction to NGOs (within their area of focus) in addressing the key issues that Palestinian society will face in the next five years. The strategy establishes a framework that encourages NGOs to align their current programs and projects as a way to achieve strategic objectives that will ultimately lead to the achievement of our overall objective in the next five years (2013-2017). The overall objective was defined as follows:

"A more viable and independent NGO sector that is more effectively engaged in advancing steadfastness, liberation, and sustainable economic and social development of Palestine and the empowerment of the Palestinian people."

The framework also identifies specific indicators by which the attainment of the strategic objectives can be measured within a monitoring and evaluation system that was specifically established for this purpose. The framework also has an implementation structure that is based on creating a wide scope of participation to create strong support for the framework and towards achieving its objectives.

Methodology and limitations

The process of formulating the strategic framework employed a layered consultation approach that was highly participative. Three consultants (one lead international consultant and two local consultants – one for West Bank and one for Gaza) served as researchers, facilitators, and consensus-builders. The NDC provided secretariat support in organizing interviews, consultations and meetings.

In order to enhance ownership of the strategic framework by the NGO sector, a Steering Committee (SC) was formed to lead, supervise and, eventually, to oversee the implementation, monitoring and evaluation of the strategic framework. The SC is made up of seven members who are representatives of the four major NGO networks based in the West Bank and in Gaza in addition to NDC as secretariat. The networks have a membership of around 1,700 NGOs/CSOs.

Later, the SC formed Consultative Groups (CG) in the West Bank and in Gaza that is made up of representatives of key stakeholders. The CG in the West Bank had 20 members while the one in Gaza had 18 members. Finally, Central Workshops (one in West Bank and one in Gaza) were organized to

get feedback from an even bigger group of stakeholders that were not part of the two structures. Regional workshop were conducted in various locations in the West Bank and Gaza Strip, involving more than 150 NGOS, in addition to conducting a workshop with representatives of the various ministries through coordination and cooperation with MOPAD. A special workshop was organized for representatives of donor agencies and one for representatives of the private sector.

The formulation process of the strategic framework involved three phases as follows:

–   The first phase involved *environmental scanning*, which focused on the last five years. This entailed a literature review, interviews with key informants in the civil society, preparation of a document that summarizes information gathered during the environmental scanning process, preparation of a SWOT analysis and its presentation to the consultative groups, and finally consultations with the networks.

–   The consulting team identified five main issues from the SWOT analysis, namely: national liberation, democracy, and the unity of the Palestinian people; relations with development partners, the public sector, the private sector, and other components of civil society; resource development and financial sustainability; empowering the NGO sector and enhancing its capacity; the right to accessing and receiving adequate and quality services.

–   The second phase involved *forming the strategy and preparing the implementation and monitoring and evaluation* system. A series of activities took place that led to this final output. Among these activities were: presentation of the draft strategic framework to the Consultative Group in the West Bank; conducting a central workshop in Gaza; preparation of the draft implementation, monitoring, and evaluation system; and presentation of the revised strategic framework to the Steering Committee.

–   The third phase involved *validation of the strategic framework with broader stakeholders.* After getting the inputs of the sector and some of its key stakeholders, the strategy needed to get the support of sectors that would be crucial to its implementation.

The main limitation of the methodology used is the limited number of NGOs that were able to participate in the process. In total, around 150 NGOs participated in the strategic framework formulation process at different stages. This limitation was offset by the multi-layered consultation approach, the focus group discussions, the organized workshops, as well as through the representation of the four major umbrella networks and NGOs in the SC and CG. The draft strategic framework was published on the NDC website

and the NGO Portal 'Masader' . NDC announced in daily newspapers and through its mailing lists that the draft was available for review and feedback on the NDC website and portal. A copy of the draft English language version of the strategic framework was sent to donor agencies who participated in the discussions in order to maximize feedback obtained.

Strategic objectives

The consulting team identified five main issues through the SWOT analysis. Members of the various consultative groups agreed that these issues were a priority and should be addressed by the NGO sector in the next five years. Based on this, five strategic objectives were developed. A strategy was developed that will be employed to realize each objective. A set of assumptions that must be in place for the strategy to be realized have been identified. In addition, measureable indicators have been suggested to determine if the objectives are being met, as well as some proposed programs/projects/activities, which will produce intermediate results that can be considered milestones in the course of attaining the strategic objectives. The five objectives are:

1. **STRATEGIC OBJECTIVE No. 1: More effective engagement of NGOs in the process of national liberation and democratization based on an internationally recognized legal framework**
   This strategic objective shall address the need for NGOs to strengthen networking with international organizations and networks and with solidarity movements throughout the world. Creative actions shall be promoted in which NGOs can combine service delivery and advocacy for self-determination to contribute to creating an enabling environment for citizens' participation in national liberation, steadfastness and in protecting their political, social and economic rights.

2. **STRATEGIC OBJECTIVE No. 2: Streamlined and effective relationships between the NGO Sector and Palestinian Development Partners**
   The purpose of this strategic objective is to help NGOs increase their role in coordinating programs and projects with the public sector and other stakeholders in order to improve collaboration among them, and, in the process, increase the impact of NGOs on public policy.

3. **STRATEGIC OBJECTIVE No. 3: Improved access to quality services that are responsive to the needs of the community provided by government and the NGOs**
   This strategic objective aims to institute quality standards in NGO service delivery while also promoting active participation of their beneficiaries in the planning, implementation and monitoring and evaluation of their

programs and projects.

4. **STRATEGIC OBJECTIVE No. 4: More effective, accountable and transparent NGOs**
   This strategic objective focuses on addressing these inherent weaknesses of many NGOs that hinder their growth and continued effectiveness. Such weaknesses also diminish public perception of the NGO sector and makes NGOs vulnerable to public criticism.

5. **STRATEGIC OBJECTIVE No. 5: Secured and adequate financial resources for NGOs**
   This strategic objective shall address the Achilles heel of NGOs. It shall promote financial sustainability of NGOs by exploring different, non-traditional avenues for financing and resource mobilization while also addressing structural issues in the operational environment of NGOs that lead to dependence on external funding.

Implementation system

The implementation and oversight structure (see Figure 2 below) shall be divided into two main levels with a central secretariat performing a backstop role. NDC has committed to serve as the secretariat of this structure. The Steering Committee shall be retained (although its membership may change) and expanded to include the heads of sub-committees and NDC. Sub-committees shall be established to take responsibility for implementing each Strategic Objective. A Sub-Committee Head shall be appointed and will become a member of the Steering Committee. NDC shall assign staff to serve as coordinators of each committee. The sub-committees will be responsible for recruiting NGOs that will participate in attaining the indicators under the respective strategic objective assigned to them.

Monitoring and evaluation

An M&E system will be established to monitor the implementation of the strategic framework and to identify gaps and challenges. The system will determine whether the agreed upon targets, intermediate results, indicators and objectives are being met and what adjustments, technical assistance and additional resources are needed to assist implementers in achieving the results that they are responsible for. The SC will be the focal point of all reports in the structure. These reports will be gathered by the secretariat (NDC) and summarized for the consumption of the SC during its regular meetings.

Risk management

The implementation plan includes a risk management framework. Major threats/risks are identified, the likelihood of occurrence is considered, and the magnitude of their impact is assessed. Mitigation measures are also suggested, which entail contingency actions to be undertaken should significant changes in the risk profile be detected. This framework is presented to the SC and the sub-committees to help them think ahead and prepare contingencies to address the identified risks. This framework shall serve as a guide for further discussion and finalization of the leadership. These risks need to be included as part of the M&E Framework and need to be monitored and assessed regularly.

Introduction

In 2006, the Palestinian NGO Project (PNGO) of the World Bank commissioned a five-year strategy for the development of the Palestinian NGO Sector. Among the mandates of the third phase of the project (PNGO III) was to develop the NGO sector as a whole to become more responsive, transparent and accountable to Palestinian communities by setting standards, promoting knowledge sharing and collaboration within the sector, and strategic policy research and planning. The formulation of the five-year strategic framework was initiated to fulfill this mandate.

In 2006, the PNGO evolved into the NGO Development Center, an innovative Palestinian non-profit organization that empowers Palestinian (NDC) NGOs to better provide vital services to Palestinians living in the West Bank and Gaza, especially the poor and marginalized. Conceived in partnership with leading Palestinian NGOs, unions and networks, NDC mobilizes donor funding to deliver a unique combination of direct grants and capacity building programs that enhance the effectiveness, self-reliance and sustainability of Palestinian NGOs. NDC advocates greater NGO transparency and accountability through the adoption of professional financial and management practices and promotes sector-wide coordination and sharing of best practice experiences within its programs and on its Masader portal (www.masader.ps).

This year, the NDC is updating the sector development strategy with the assistance of the Agence Française de Développement (AFD). Unlike the previous strategy, this one aims to engage a wider audience both in preparation and in implementation.

An intensive consultative process involving a wide range of NGOs in different regions of Palestine was established to arrive at this strategic framework. Like the previous strategy, the new strategic framework aims to provide a strategic direction to NGOs in addressing the key issues that the Palestinian society will face in the next five years within their area of competence. The strategy establishes a framework that encourages NGOs to align their current programs and projects as a way to achieve strategic objectives that will lead to a five-year goal. It also identifies specific indicators by which the attainment of strategic objectives can be measured. A participatory implementation strategy has also been developed to create a large support behind it. The framework includes a monitoring and evaluation system that would help in the regular assessment of the successes as well as the challenges in implementation and in proposing modifications and amendments when needed. One of the main features of the strategic framework is an effort to build complementarity in working with the government and other sectors of society in attaining their common goals for the Palestinian people.

The final product is not a strategic plan that is intended to be implemented by a single organization. It is not the strategic plan of the NDC but a strategic framework that is owned by the NGO sector and jointly implemented by

NGOs[1]. The resulting strategic framework is an ambitious attempt to mobilize the NGO sector in influencing the future of Palestine. It is unprecedented in scope and collaboration arrangements. It reflects the maturity of the NGO sector in its ability to work together towards a common goal.

Methodology and limitations

Strategic framework formulation employed a layered consultation approach which was a highly participative and value-adding process that engaged a wide range of NGOs, NGO networks and stakeholders. The approach engaged different layers of the NGO sector and its stakeholders with each consultation layer building upon the information previously obtained. Three consultants (one lead international consultant and two local consultants – one for West Bank and one for Gaza) served as researchers, facilitators, and consensus-builders. The NDC provided secretariat support in organizing interviews, consultations and meetings.

As a first step towards developing a strategic framework for the NGO sector, it has been important to carry out a quick but rather intensive review of the existing situation. The aim of such a review was to be able to identify main issues that need to be addressed by the NGO sector in the coming five years.

Within this context, an overarching principle has been to ensure active involvement of the NGOs/CSOs and the most significant stakeholders in an iterative process of clarification, consensus building and decision-making, which is essential in advancing sense of ownership and commitment. In this respect, concerted efforts have been made to consult, listen to, and involve all concerned stakeholders, especially NGO leaders and activists. The emphasis at this stage has been the establishment of a sound information base on which strategic directions for the NGO sector can be identified. "Snowball technique", which systematically focuses on generating constructive collaboration among the various stakeholders, has been pursued all throughout the planning process. As such, the consultants took a stance that placed them inside the system; that is, to work collaboratively with the key stakeholders in carrying out the steps required to formulate the strategic framework rather than taking an 'outsider expert' stance. The information gathering and disseminating process was designed in a way that sets in motion a process of reflection, commitment, and motivation to act since data that grows out of the various activities becomes more meaningful when put at the service of decisions that underlie a plan of action.

---

1 The NGOs and CSOs referred to in this Strategic Framework are all institutions that are registered by the Palestinian Ministry of Interior according to the Law on Charitable Associations and Civil Society Organizations, Law No. (1) of the year 2000, and governed by it.

For information gathering to be efficient, the principle of 'optimal ignorance' was followed where special attention has been given to gather just enough information needed to make the necessary recommendations and decisions. Further, and since most of the data is of qualitative nature, 'triangulation technique' has been used to ensure that information is valid and reliable. At least three sources were consulted or techniques/tools used to investigate the same topic/issue. In this respect, a basket of tools has been used, including reviewing secondary sources, brain storming, semi-structured interviewing, focus group discussions, case studies and portraits, contextual inquiry, categorization, classification and reflection, process documentation, critical incident analysis, and bench-marking, in addition to SWOT analysis.

In order to enhance ownership of the strategic framework by the NGO sector, a Steering Committee (SC) was formed to lead, supervise and, eventually, to oversee the implementation, monitoring and evaluation of the strategic framework. The purpose of establishing a Steering Committee is two-fold. First, it will ensure that NGOs are deeply involved in every stage of this process and, second, it will also provide space for them to have supervision over the process. The SC is made up of seven members who are representatives of the four major NGO networks based in West Bank and in Gaza in addition to NDC as secretariat.

Specifically, the SC had the following responsibilities:

1. Review and approve the detailed work plan for the strategic framework updating process.

2. Review and give their feedback and suggestions to the consultants' findings in the first phase of the project.

3. Determine which representatives of key stakeholders shall be invited to participate in the process. This will include determining the composition of the consultative group that will be consulted on the preliminary and final strategy framework that will be facilitated and draftedby the consultants. It will also include determining which representatives of stakeholders shall be invited to the regional consultations to review the strategy framework.

4. Advise the consultants on the conduct of the consultative group meetings and various consultations.

5. Review the draft strategic framework that will be presented by consultants and endorse the approved draft to the NDC board for its approval.

Later, the SC formed a Consultative Group (CG) in the West Bank and in Gaza that is made up of representatives of key stakeholders of NGOs. The CG was formed to ensure that the strategic framework preparation process

will be highly consultative and shall be participated in by a broad segment of Palestinian society. As its name implies, the nature of the CG is consultative (as opposed to the SC which has decision-making powers). As a body, the CG shall be considered as the collective voice of the sectors/organizations represented by its members. While the final form and substance of the strategic framework were decided upon by the SC, its content is a product of the consultations of different stakeholders which were initiated and summed up by the CG. The CG in West Bank had 20 members while the one in Gaza had 18 members.

Specifically, the Consultative Group had the following responsibilities:

1. Give feedback, comments and suggestions on the findings of the consultants.

2. Identify the key elements of the strategic framework based on the result of consultations with different stakeholder groups.

3. Provide insights and recommendations on the potential strategies in developing the NGO sector in Palestine in the next 5 years (2013 – 2017).

4. Provide contacts, documents and other materials that may be useful in formulating the NGO development strategic framework,

5. Serve as links to members of the organization/sector being represented in gathering feedback to the recommended strategic framework that will be formulated, and

6. Assist the NDC in promoting the strategic framework towards the NGO sector stakeholders.

Finally, Central Workshops (one in West Bank and one in Gaza) were organized to get feedback from an even bigger group of stakeholders that were not part of the two structures. The Central workshops serve as a final sounding board in forging a common perspective of NGOs and their stakeholders on the role and imperatives for the sector in the coming years.

In summary, the strategic framework formulation process was an elaborate procedure that was divided into three phases.

4. The first phase involved environmental scanning focusing on the last five years. This entailed:

   a. Literature review. Consultants gathered existing studies on the state of the NGO sector in Palestine; existing documents on socio, economic and political developments in Palestine, on current major programs of

government agencies, donors and NGO networks to establish trends in the role of NGOs vis-à-vis the increasing role of the Palestinian National Authority(PNA) in public service delivery, policy formulation and governance. More than fifty documents were reviewed during this stage (see bibliography).Review of secondary information and documents has been a valuable source of information for gaining knowledge and insight into the existing situation of the NGO sector. Primarily, reviewing available documents has been used for generating hypotheses and identifying critical areas of interest that need to be investigated in subsequent data collection activities. It helped, as well, in better understanding the existing environment. It informed and complemented primary data collection. However, compared to primary data, secondary information is imperfect reflections of reality, and, hence, needed to be augmented with information gathering and analysis.

b. Key informant interviews. Selected individuals were interviewed to gather personal insights on how the NGO sector has evolved in the past five years, the prevailing issues and challenges that they face, and key areas of intervention to strengthen the role of NGOs in Palestinian society in the coming years. Forty individuals were interviewed in West Bank and Gaza (see list of interviewees in Reference section of Annex A). The list was continuously updated and modified to, on one hand, ensure inclusion of as many stakeholders as needed and, on the other hand, to capture the experiences, perceptions, needs, and expectations of all stakeholders. The needs, preferences, and priorities would differ from one group to another. Hence, the strategic framework should cater to the needs and requirements of all. To this end, a series of meetings with key stakeholders was conducted. These were partially structured based on a flexible set of issues and questions guided by the information gathered during the literature review, as well as, on the previous NGO strategy document of 2006[2]. This ensured that the interviews remain focused on the issue at hand while allowing enough conversation so that participants can introduce and discuss topics that are relevant to them. Other tools, such as contextual inquiry, process documentation, and critical incident analysis, were used as part of the interviews. In addition to collecting information and validating specific hypothesis, the semi-structured interviews were used to solicit commitment and support. Reports of the meetings have been carefully analyzed and targeted to produce a list of issues and an overview of the types of problems encountered.

c. Preparation of a working document summarizing the information gathered from the environmental scanning.The paper was divided into two parts: one on the environment external to NGOs and the other on matters

---

2 See Songco, D. et al. "Proposed Strategy for the Palestinian NGO Sector". Palestinian NGO Project. September 2006.

relating to the NGO sector. It was presented to the Steering Committee which distilled the information and which asked the consultants to prepare a SWOT analysis to encapsulate these information.

d. Preparation of SWOT analysis and presentation to the CG. The CG processed the SWOT analysis prepared by the consultants and identified key issues that must be addressed by the NGO sector in the next five years. The consultants consolidated the discussion on the SWOT and key issues by the West Bank and Gaza CGs to come up with one document capturing the comments and suggestions of both.

e. Network consultations. The NDC networks organized consultations among their members on the result of environmental scanning. Five consultations were held in the West Bank and two in Gaza. Around95 NGOs attended the consultations in Jenin, Nablus, Ramallah, Jerusalem, and Bethlehem, and 52 NGOs participated in the consultations in North and South Gaza. Apart from giving feedback on the SWOT and key issues, participants also suggested actions that they think will address the key issues. See the list of individuals and NGOs that participated in the consultations in Annex A.

5. The second phase is the strategy formulation and preparation of implementation and monitoring and evaluation system. The consultants analyzed the output of the environmental scanning phase and formulated a strategic framework to define the end goal of what the NGO sector wants to achieve and how this will be achieved (see Strategic Framework diagram in page 36). A series of activities took place that led to this final output.

a. Presentation of the draft strategic framework to the West Bank CG. The West Bank CG made certain changes to the draft framework presented by the consultants but approved of the concept in general.

b. Central workshop in Gaza. The workshop of 15 representatives of NGO networks, academe and private sector provided comments and suggestions to the strategic framework that had been revised with the inputs of the West Bank CG. The workshop participants agreed that the framework was essential in strengthening the NGO sector in Palestine in the coming five years.

c. Preparation of draft implementation and monitoring and evaluation system. With the stakeholders agreeing on the general direction that the sector should take, the consultants proceeded to conceive of a system to implement, monitor and evaluate the strategic framework. The system was envisaged to be participatory in nature and should involve the broad NGO sector.

d. Presentation of revised strategic framework to the Steering Committee. The SC made a few more comments to refine the framework and approved the implementation, monitoring and evaluation system presented by the consultants. They also strategized on how to handle the presentation of the strategic framework to the public and private sectors and the donor agencies.

6. The third phase involved validation of the strategic framework with broader stakeholders. After getting the inputs of the sector and some of its key stakeholders, the strategy needed to get the support of sectors that would be crucial to its implementation.

Following are the key activities in this phase:

a. Convening a big consultation workshop of representatives of stakeholder groups in Ramallah to get feedback on strategic framework and obtain commitment of their involvement in implementation.

b. Consultations with the private sector and government ministries.

c. Refinement of the strategic framework (including implementation arrangements and monitoring and evaluation scheme) among consultants based on the result of consultations.

d. Presentation of strategic framework to donors to obtain their support and get initial indication of their interest to fund certain parts of the framework.

e. Preparation of the strategic framework paper by the international consultant with the help of local consultants.

See Annex A for complete list of members of the Steering Committee, the Consultative Groups, and participants in the network consultations and central workshops.

Limitations

The main limitation of the methodology used is the limited number of NGOs that were able to participate in the process. In total, around 150 NGOs participated in the strategic framework formulation process at different stages. While the consultants aimed to reach a wide range and number of NGOs as possible, the resource and time constraints did not allow them to go beyond the sample size that were reached by the process. This limitation was compensated by the layered consultation approach which enabled the consultants to validate previously obtained information with other participants using techniques elaborated in the methodology section. Given the same limitations, the consultants also resorted to focus group

discussions and structured workshops over a more rigorous and empirically-based survey methodology. Although limited in scope, the discussions allowed for a more value-adding exchange of views and consensus-building process. It must also be emphasized that the members of the SC are leaders of four major NGO/CSO networks with membership of around 1,700 NGOs/CSOs. The members of the CG and the individuals who participated in the consultations are likewise network leaders whose views can be assumed to represent those of their members. It is expected that these leaders will be responsible for cascading the discussions that led to the formulation of the strategic framework in the course of disseminating it to their constituents. The finer details of the framework are expected to contribute to evolving the framework in the courses of further discussion and implementation.

Environmental Scan

As mentioned in the previous section, the updating of the NGO Sector Development Strategy started with a review of literature and interviews with NGO experts, activists, academics and representatives from the public and private sector to establish common knowledge about the current socio-political and economic environment and the perception about the strengths and weaknesses of NGOs. The environmental scan aimed at outlining issues, trends, parameters, and driving forces that govern the NGO sector in the coming five years.

Evolution of the NGO sector

Since the beginnings of the last century, NGOs played an integral role in the Palestinian struggle for liberation and development. The development process of NGOs was linked to the changing socio-political environment in Palestine which was associated with the development of Palestinian civil society concepts. It was characterized by a remarkable level of creativity and steadfastness within a highly complex set-up.

The Palestinian NGOs sector was prolific during the First Intifada of 1987. However, drastic changes occurred following the establishment of the PA in the functioning of the NGOs both politically and sociologically. As such, the vision and mandate of the NGOs had to be accommodated to the new developments.

In addition to the essential role of NGOs in socioeconomic development, it was instrumental in relief activities with the unfolding events. It proved to be capable of operating under a complex environment and adapt remarkably with a distinctive performance in providing basic services.

Under such exceptional circumstances, the NGOs were keen to upgrade and broaden the range of services with a greater impact on Palestinian development. This is revealed through self-awareness of its community role.

Although there is a disparity within the outlook of various NGOs, there is a consensus as to the centrality of its role in the process of development and liberation.

The true challenge is the ability to proceed with the mission and effectively contribute in the formation of the Palestinian society.[3]

General socio-economic-political environment

1. On Israeli occupation

The Israeli occupation policy and the imposed measures on Palestinians (including movement restrictions, continued construction of the Separation Wall, cantonization of the Palestinian communities, blockade on Gaza Strip, restricting access to Jerusalem, land confiscation, escalated construction of new colonies, demolition of Palestinian homes and assets, displacement of people, leveling of farmland and uprooting of trees, all accompanied with increased settler violence against Palestinians) continue to pose the greatest challenge and threat for Palestinians in the OPT.

2. Fluctuation in the economic indicators and continuous economic uncertainty

The economy has grown by modest proportions in the last 3 – 4 years and its dependence on external budget support has significantly decreased during the same period. The private sector made a major contribution to this growth through productive activities. However, the nature of economic growth is unsustainable because of the unpredictable whims of the occupier on one hand and the unreliability of donor assistance to the Palestinians, on the other hand, which led to financial crisis of the PNA since the summer of 2011. Despite the growth in the WB&G economy in recent years, however, the GDP on a per capita basis in WB&G today remains below that in 1999. In particular, while it is true that in 2010, GDP per capita in the West Bank surpassed its level in 1999, in Gaza individual income today remains lower than it was in the late nineties.[4]

3. Poverty and unemployment

Statistics show a fluctuation in the economic performance due to factors that are primarily outside the control of the Palestinians. Such factors include: the transfer of tax funds by the Israeli government, provision or suspension of other facilitations such as increase or decrease in the number of work.

---

3 Code of Conduct Coalition, The Palestinian NGOs Code of Conduct, 2008
4 Stagnation or Revival? Palestinian Economic Prospects, World Bank Economic Monitoring Report to the Ad Hoc Liaison Committee, March 21, 2012, p. 16.

permits, or th increase or decrease of restrictions on internal movement, all of which mean that any improvements are of temporary nature because they are not the result of Palestinian internal factors. Unemployment has hovered between 22% - 25% between 2006 to 2009, reaching 18.7 percent in the second quarter of 2011 and going down from the highest unemployment rate of 31.2 percent scored in 2002. However, this percentage increased in the third quarter of 2012 to reach 27.8% compared with a percentage of 24.9% in the second quarter of the same year (according to the expanded definition of poverty- PCBS- Labor Force survey , quarter three of 2012) compared to the lowest unemployment rate of 11.8 percent recorded in 1999.[5]. Although the number of workers in Israel and settlements increased from 80,000 in the second quarter to 88,000 in the third quarter, yet the overall percentage of unemployment increased due to decrease in number of workers in the local job market from 797,000 in the second quarter to 756,000 in the third quarter of 2012. The government remains to be the most stable provider of employment, yet the inability to pay the salaries on a regular basis affect the purchasing power and movement of capital particularly in view of the increasing level of government's debts to local banks reaching 2.5 billion, including half a billion in personal loans taken by public servants , repayment of which is linked to the PA's ability to fulfill and meet its commitments and obligations.

Around a fifth of Palestinians lived in poverty in 2009. While this has progressively declines since 2004, the disparity between poverty in the West Bank and Gaza continues to widen. Likewise, significant segments of the population are vulnerable to falling into poverty. This creates additional burdens for the non-governmental sector which is considered to be the most flexible and the quickest in responding to the growing needs, including for income generation and poverty fighting programs.

4. Significant progress in governance reform

A comprehensive reform program was established by the PNA since 2008 and has been consistently followed through in 2011. Major donors are unanimous in saying that the PNA is progressively establishing the institutional infrastructure for the Palestinian state. Relative improvements have been witnessed in the West Bank especially in the financial and security spheres, but more bureaucratic and judicial reform is needed.

5. Improvement in delivery of basic services

Donors are also saying that the delivery of basic service has improved along with the overall fiscal management program. These are considered healthy signs of the commitment of the PNA in state-building. Nevertheless, access to basic services remains a challenge in Gaza.

---

5 Labor Force Survey, PCBS, 2011.

6. Serious impact of Internal Political Division

Palestine continued to be divided between West Bank and Gaza where two governments remain in control and claiming legitimacy in their respective area. The reconciliation process remains stalled and is affecting social cohesion in Palestine. The division is also causing reprisals of both parties on NGOs associated with the rival political party. It puts increasing pressure on NGOs to fill the gap in basic services in Gaza while, on the other hand, it curtails access of NGOs to human resources and weakens the infrastructure for their services.

7. Drive for statehood

The PNA succeeded, through the campaign for Palestinian statehood, in securing a large majority at the UN General Assembly to recognize Palestine as a non-member observer state at the UN. Despite the Israeli and US blockade, yet an important breakthrough took place at the UN towards recognizing Palestine as a state with 139 countries voting in favor and only 8 votes against it. The declaration of the Ad Hoc Liaison Committee and the IMF joined the World Bank in April 2011that the PNA has the institutions and economic policies required of a well-functioning state makes for a strong case for the drive for Palestinian statehood.

Analysis of the Internal and External Environment (SWOT Analysis)

This SWOT analysis is a product of the environmental scanning process. It summarizes the result of a lengthier paper that was used by the Consultative Group in selecting the most appropriate strengths, weaknesses, opportunities and threats that it would like the Palestinian NGO sector to confront in the coming years. A summary of the SWOT analysis is found below.

It must be noted that these are the consensus points in determining strengths and weaknesses and opportunities and threats to the NGO sector that were arrived at during the consultation processes. Some issues identified in the working paper prepared by consultants were deemed insignificant while other issues that are determined to be important were added by participants in the consultations.

Analysis of the Internal and External Environment (SWOT Analysis)

SWOT summary

Strengths	Weaknesses
• Competency and independence of NGOs. • Important role of NGOs. • NGOs' relationship with government and other stakeholders.	• Governance and sustainability issues. • Lack of unity in the sector. • Weak influence on policy and economic development. • Marginalization of Jerusalemite NGOs.
Opportunities	**Threats**
• Exploiting any economic • improvement and demographic changes. • Improving relationship and collaboration with other sectors. • Taking advantage of developments in the Arab region and in the global arena. • Continuing availability of resources for NGOs.	• Continuing/increasing impact of occupation. • Internal political division and the absence of effective political system. • Change in social patterns. • Local and global financial crisis. • Impact of donor requirements and competition posed by international NGOs. • Declining social interest in volunteerism.

1. Internal Environment

a. Strengths

i.   Competency and independence of NGOs

The history of the NGO sector has shown that NGOs are experienced, vibrant, flexible, and are capable of coping with social and political changes. They are diversified in terms of geography, target groups and sectoral coverage. One their other area of competence is their ability to capture community needs and develop successful models of addressing these needs on the ground. In recent years, there has been relative improvement their ability to articulate common visions and plans.

The NGOs sector enjoys professionalism and independence from the public sector and is characterized by its continued willingness and desire to improve its financial and administrative procedures. NGOs have shown that they are relatively effective, given the limited availability of financial resources. The regular (annual) election of officers of NGOs mandated by the government can potentially result in new leadership of the sector.

ii. Important role of NGOs

Over the years, the primary role of NGOs has been to ensure the availability of and accessibility to basic services, especially in Gaza, Jerusalem and area "C". In addition, NGOs play a significant role in resisting occupation and promoting steadfastness among the Palestinian people. They have been active in promoting national unity, sovereignty and dialogue.

NGOs have played a significant role in protecting and promoting human rights. They have also been active in promoting the national agenda towards the international community and in communicating with local, regional and international media.

ii. NGOs' relationship with government and other stakeholders

NGOs have cultivated potent relationships with other sectors of society in the pursuit of their work. Some believe that there is relative improvement in coordination with the government which is bringing about a more cooperative atmosphere between them, although these need assessment and further institutionalization and regulation. The NGO sector also enjoys strong linkages with local communities and their target group of beneficiaries.

Volunteerism from different sectors of society in NGO work has fueled much of what NGOs have accomplished today. There are growing initiatives by NGOs to establish relations with the Palestinians inside Israel and in the Diaspora.

b. Weaknesses

i. Governance and sustainability issues

Despite the adoption of the NGO Code of Conduct, there continues to be concern about weak governance practices and procedures among NGOs. In addition, there is also poor monitoring and control of quality of the work of many NGOs.

The biggest weakness of NGOs is their lack of financial sustainability and dependence on foreign funding. This makes them vulnerable to funding and policy priorities of funding agencies. There are also concerns that this is making NGOs more and more project-oriented.

There is argument that regular elections do not always result in new leadership of individual NGOs because of the narrow base of some NGOs and the existence of some favoritism and nepotism among some of them.

ii. Lack of unity in the sector

The problems of competition, duplication of work and fragmentation of efforts continue to exist within the NGO sector. In addition, there is weak complementarity between larger NGOs and grassroots institutions, especially in rural areas. There is relative decline in the relationship with the community and lack of unity among NGOs in pursuing a common strategic direction. The political bias of some NGOs is compromising the objectivity of the sector and gives an impression by some other sectors of NGOs being instruments of political parties. There is also diverse opinion among NGOs about the relationship of government with NGOs in West Bank and in Gaza.

iii. Weak influence on policy and economic development

NGOs have concentrated too much on delivery of basic service but have had moderate influence on policy formulation, legislation and funding policies. They also have limited efforts and capacity to promote economic development and to address social and economic distortions caused by the market.

iv. Marginalization of Jerusalemite NGOs

There is weak relationship between Jerusalemite NGOs and Palestinian public sector that do not seem to give them the attention they deserve. At the same time, there is a lack of unified vision among the larger NGO sector towards NGOs in Jerusalem.

2. External Environment

a. Opportunities

i. Exploiting economic and demographic changes

As the socio-economic situation in Palestine has shown changes in recent years oscillating between improvements at times and deterioration at others the challenge to the NGO sector is to enable the poor communities to benefit from this situation and to pursue the decline in poverty and unemployment. This can be achieved through maintaining strategies that strengthen steadfastness particularly in view of the increasing challenges imposed by Israel in Jerusalem and in areas classified as Area C by devising approaches and methodologies that strengthen steadfastness supporting institutional building and development.

Furthermore, there is a need to exploit the growing number of well-educated youth population in Palestine by investing in and harnessing this sector. NGOs can look to this sector to build new leadership for civil society.

ii. Improving relationship and collaboration with other sectors

The momentum for governance reform has created space for NGOs to improve their relationship with the public sector in terms of more efficient delivery of basic services and policy formulation. They can also promote their relations with the private sector by expanding experience gained from collaborative activities with it in the past.

They can strengthen their relations with the academic sector in the course of contributing to the development process. As the PNA strives to strengthen local governments, NGOs can increase cooperation with local government units.

There is great potential to enhance relations with Palestinians inside Israel and in the Diaspora to get them more involved in the development process.

iii. Taking advantage of developments in the Arab region and in the global arena

The growing popular demand for social justice and democracy in the Arab region is an opportunity for NGOs to advocate for a more institutionalized and sustainable political system based on the rule of law, as well as, to harness growing international recognition of a Palestinian state and support for ending the occupation.

Technological advances in information and communications technology and the rise of alternative media present NGOs with greater facilities to communicate their cause to the outside world.

iv. Resources for NGOs

Development resources are expected to continue to be made available to NGOs in the coming years. They should use these resources to building the sector's capacity to confront the challenges that the Palestinian society will continue to face in the future.

b. Threats

i. Occupation

The Israeli occupation's restrictive policies and imposed measures on Palestinians lead to continued socio-economic constraints in West Bank and Gaza. The resumption of the Civil Administration weakens the institutional and legal structure of the Palestinian National Authority, civil society institutions, and Palestinian society, as a whole.

Israeli discriminatory policies and measures weaken institutional and governance structures of NGOs and threaten their presence by closing them and/or pushing them to relocate outside Jerusalem, in areas behind the Separation Wall, in the Jordan Valley, and in area "C"

Agreements signed between the PLO and the Israeli government (i.e. Oslo 1 and 2 and Paris economic agreements) impose certain limitations that restrict the work of NGOs.

Normalization activities with Israeli institutions that do not recognize national Palestinian rights would dilute opposition to the occupation.

ii. Internal political division and the absence of effective political system

Government imposition on NGOs and some abuse in the implementation of the law and regulation of NGOs continue to curtail their effectiveness. There has also been increasing tendency of both governments, in

West Bank and Gaza, to control NGOs and try to undermine their role in society.

There are conflicts among multiple and different legal systems governing NGOs in the West Bank, Gaza and Jerusalem. There are also conflicting policies among multiple governmental licensing bodies that overlap in authority towards NGOs.

iii. Change in social patterns

There is widening social gap brought about by the increasing political tension between rival political parties and the general political instability in Palestine. This has also brought about growing intellectual/ ideological intolerance and undemocratic and factional tendencies within society. This is leading to a decline in domestic peace and human security and the disintegration of the social fabric.

Pervasive poverty in rural areas is driving migration of people towards the cities, especially to Ramallah/Al-Bireh Governorate, that is resulting in a variety of urban problems.

There is reluctance among young people to participate in the work of NGOs due to lack of confidence in their work.

iv. Local and global financial crisis

Due to its high dependence on unpredictable external funding, the local economy is very vulnerable and lacks sustainability.

There is an emerging informal and distorted economic pattern linked to the political elites in the Gaza Strip which is creating artificial demand for goods and services and an increase in prices at the expense of the poor and marginalized groups. This is leading to the growth of a parasitic and unproductive economic sector that is weakening the formal economy.

The fiscal crisis being experienced by the public sector may undermine its ability to provide basic services and to fulfill its financial obligations to the NGOs.

The global economic crisis that is affecting the economy of donor countries could impact on the future of development funding to Palestine and on the work of NGOs.

v. Impact of donor requirements and competition posed by international NGOs

Burdensome funding requirements, procedures and conditional funding are compounding the difficulty of some NGOs in accessing funds and are increasing their workload. The competition among donors to provide support according to their own priorities and policies is complicating the work of NGOs.

The increased involvement of international NGOs in setting priorities and implementing programs threatens to marginalize Palestinian NGOs in development work and confuses their priorities.

The short-term, project-based nature of funding to NGOs is creating job insecurity and is making it difficult for NGOs to maintain their professional staff.

vi. Declining social interest in volunteerism

The decline in the value system of the Palestinian population is diminishing the culture of volunteerism that has fueled the growth of NGO work. At the same time, the educational system is not providing students with the appropriate orientation, values and skills for development work.

Key Issues

The SWOT analysis was summarized into 5 key issues by the CG. The members agreed that these are the priority issues that the NGO sector should address in the next five years to make them even more effective and relevant to the increasing challenges of Palestine during this period.

1. **National liberation, democracy, and the unity of the Palestinian people.** No amount of effort will succeed in developing Palestine if it continues to be occupied. Thus, NGOs will have to take a major role in addressing this perennial problem in various ways. This includes strengthening the role of NGOs in resisting occupation and standing against violations of the Palestinian rights, strengthening Palestinian steadfastness, especially in Jerusalem and area "C", and establishing an effective and democratic political system.

2. **Relations with development partners, the public sector, the private sector, and other components of civil society.** NGOs have the potential to take an important role in addressing social problems but they need to strengthen their linkages with other sectors. This work includes: reducing

the tension between the NGOs and the public sector; institutionalizing the working relationship with the Government; participation and influencing the formulation of public policy and legislation; active involvement in national and sectoral planning; increasing complementarity and reducing negative competition within the NGO sector and with other sectors; avoiding duplication, fragmentation of efforts and factionalism among NGOs; addressing the declining trust between the community and NGOs.

3. **Resource development and financial sustainability.** Lack of financial sustainability is the Achilles heel of NGOs. This problem needs to be urgently addressed through: improving the relationship with donors and international NGOs, increasing their influence on funding policies and priorities, and exploring alternative funding strategies for financial sustainability of NGOs.

4. **Empowering the NGO sector and enhancing its capacity.** In order for NGOs to play an increasing role in development, they need to address their weaknesses as institutions and as a sector. This will entail: establishing effective accountability and good governance mechanisms; increasing their accountability to and improving their relationship with the community; promoting participation and volunteerism among different segments of society; improving the quality, efficiency and effectiveness of their work; increasing technical and administrative capacity to promoting development-oriented, scientific and applied research; enhancing networking, coordination, cooperation and partnerships building locally, in the Arab region, and internationally.

5. **The right to accessing and receiving adequate and qualitative services.** NGOs should enhance their core competency of delivering basic services. This entails: strengthening the link between relief and development, pursuing the empowerment (particularly in the economic realm) of disadvantaged and marginalized groups, pursuing more effective ways of alleviating poverty, promoting/protecting human rights, and strengthening the role of NGOs in service provision.

The Strategic Framework

Values of the Palestinian NGO sector

Prior to the articulation of the mission and goal of the NGO sector in the next five years, it is important to highlight the value system that governs the work of the NGO sector. They give direction to all the sector's activities and interventions and can be summarized below. These values are lifted from the Code of Conduct of Palestinian NGOs whose formulation underwent an extensive consultation process among NGOs.

– Respect for the society's values and compliance with all Palestinian laws and the rule of law, particularly: the Palestinian Declaration of Independence document of 1988, the Palestinian Basic Law, and all international human rights conventions.

– Commitment to maintain the process of national liberation, socio-economic and political development in Palestine as a top priority.

– Respect for pluralism and diversity within the Palestinian society and commitment to principles of democracy, social justice, equality, non-discrimination on the basis of gender, color, race, social, religious, family, or geographic background. The sector is committed to the principle of equal opportunity for all and the right to establish associations.

– The work of the NGO sector is premised on it being one of the main pillars in realizing the rights of the society and in responding effectively to the needs and aspirations of the Palestinian people.

– The sector is committed to ensure that its activities are in line with the Palestinian liberation program and with the priorities and strategies of national development, and to refrain from any activities that aim at normalizing relations with the occupier, regardless of their level or form.

– The sector is committed to the principle of participation, promotion of voluntary work, and ongoing consultations with Palestinian development partners, particularly the private and public sectors considering the Palestinian National Authority as one of the principal partners.

– The sector is committed to promote networking, coordination, communication, and partnership activities based on shared visions for achieving complementarity, avoiding duplication of efforts, and maximizing the use of resources.

– The sector is committed to apply good governance standards and comply with transparency and integrity criteria and requirements based on the right to information and the principle of accountability.

– The sector is committed to reject political conditional funding or any funding that might distort the development process or undermine the legitimacy of Palestinian national struggle in accordance with the UN Charter principles and provisions.

Mission and Goal

The Consultative Groups in West Bank and Gaza agreed on the following framework to encourage NGOs to work together in achieving a common goal which leads to the mission of the sector in the next five years. This mission is stated as follows:

> NGOs work with all other constituents of the society towards establishing an independent, sovereign, and democratic Palestinian state with Jerusalem as its capital, based on social justice and rule of law.

This mission shall define the overall goal of Palestinian NGOs during this period, which is:

> A more viable and independent NGO sector that is more effectively engaged in advancing steadfastness, liberation, and sustainable economic and social development of Palestine and the empowerment of the Palestinian people.

Based on the environmental scan, key issues were identified, which, put together, influence the formulation of the entire strategic framework. The goal is broken down into strategic objectives that, if achieved, will result in the achievement of the goal. A strategy statement defines in general terms how the objective will be achieved. Indicators have been established to measure the achievement of the objectives. Intermediate results have also been identified to serve as milestones in achieving the indicators. Targets shall be established to quantify how the intermediate results will be achieved.

Figure 1. The Strategic Framework Development Diagram
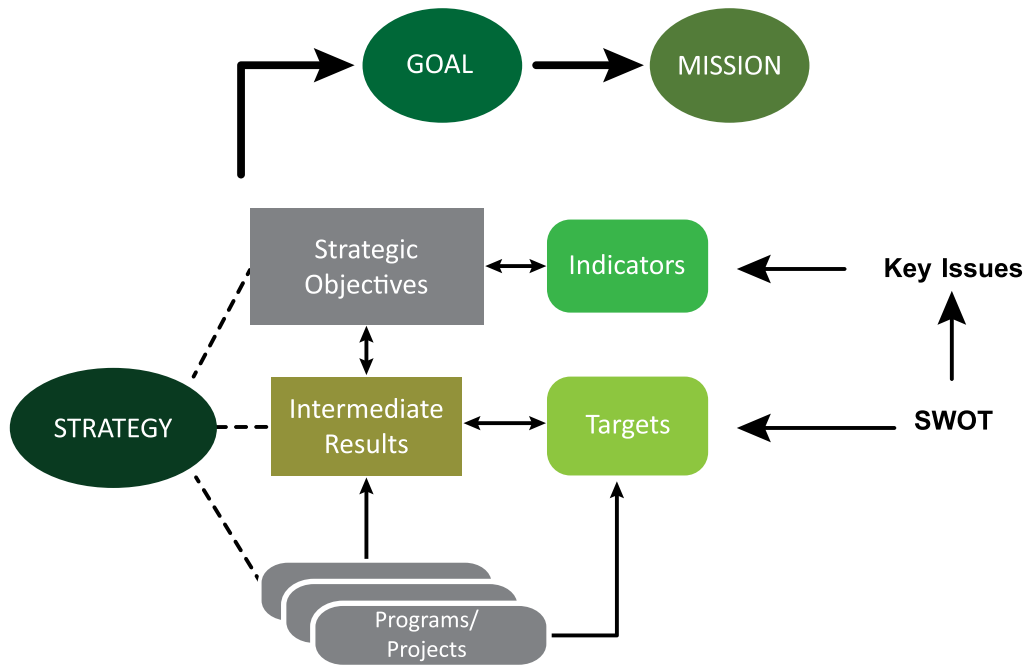
The next phase of the strategy involves mobilizing NGO networks and individual NGOs to align their current programs and projects (or create new ones) that will contribute to achieving the targets. These actions will constitute the initial activities of strategy implementation.

Strategic Objectives

The five strategic objectives define the priority interventions that Palestinian NGOs should engage in to address the key issues. A strategy has been developed that will be employed to realize each objective. A set of assumptions that must be in place for the strategy to be realized have been identified. In addition, indicators that will be measured to determine if the objective is being met and some proposed programs/projects/activities that will produce intermediate results which can be considered as milestones in the course of attaining the strategic objectives have been suggested.

STRATEGIC OBJECTIVE No. 1

More effective engagement of NGOs in the process of national liberation and democratization based on internationally recognized legal framework

Rationale and purpose

NGOs play a significant role in resisting occupation and promoting steadfastness. They work diligently in confronting occupation, monitoring its practices and exposing its violations at the international arena. NGOs are initiating and sponsoring many civil resistance campaigns against Israeli restrictive measures. Of particular importance is the significant role the NGOs play in promoting steadfastness of Palestinians in Jerusalem. NGOs are also involved in international advocacy for Palestinian rights. Still, this role is scattered and lacks collective action with clear objectives and plan.

This strategic objective shall address the need for NGOs to strengthen networking with international organizations and networks and with the solidarity movements in the world. Domestically, NGOs shall be encouraged to engage citizens in persisting in their opposition to occupation and not to give up in the struggle for national liberation amidst the difficulties they currently face. Creative actions shall be promoted where NGOs can combine service delivery and advocacy for self-determination.

Strategy

Contribute to creating an enabling environment for citizens' participation in national liberation, steadfastness and in protecting their political, social and economic rights

Assumptions

- NGOs (together with other segments of the society) shall continue to play a significant role in resisting occupation and promoting steadfastness

- NGOs have significant role to play in protecting and promoting human rights

- NGOs play a role in ending the political division and in achieving national reconciliation

- The growing popular demand for social justice and democracy in the region will be conducive to the democratization of the society

- Growing international recognition of Palestinian state and support for ending the occupation persists

Indicators

- NGOs are significantly active in building models for popular resistance to occupation

- NGOs are effectively active in promoting democracy and providing platforms for dialogue and reconciliation within the community

- NGOs are actively promoting and defending Palestinian human rights

- Increased people's awareness of their rights

- Campaigns against Israeli occupation gain popular support locally and internationally

Intermediate results	Programs/Projects/Activities
• NGOs and networks are actively participating and initiating campaigns against Israeli violation of Palestinian rights at the local, national and international levels.	• BDS Campaign (Boycott, Divestment, Sanctions against Israel). • Campaign for Academic and Cultural Boycott. • Anti-Apartheid Wall Campaign. • Anti-normalization Campaign. • Sponsor Palestinian Children Campaign. • Sponsor Olive Tree Campaign. • Alternative Tourism Program.
• Effective monitoring of Israeli practices and exposing its violations.	• Establish monitoring data bases by relevant NGOs on sectoral issues and themes (expansion of colonies, construction of Separation and Annexation Wall, Gaza siege, Jerusalem, house demolitions and evictions, water resources, environment, political prisoners, etc.). • Implement and disseminate in depth thematic studies about Israeli violations of human rights in the occupied territories.

Intermediate results	Programs/Projects/Activities
• More effective regional and international coalitions and alliances supporting the Palestinian cause.	• Development of a unified NGO strategy for international advocacy.
• NGOs and networks are actively participating in promoting civil rights and peaceful resolution of internal conflicts.	• Campaign for Freedoms and National Unity. • Campaign against the closure of NGOs.

Strategic Objective No. 2

Streamlined and effective relationships between the NGO Sector and Palestinian Development Partners

Rationale and Purpose

The relationship of government and civil society has evolved in the last several years. While some competition and overlap between NGOs and public sector continue to exist, there are diverse opinions about the relationship of government with NGOs in West Bank and in Gaza. Some believe that relative improvement in coordination between them has been witnessed and a more cooperative atmosphere between the two sectors has developed. Platforms for coordination, partnerships, and role distribution have been created resulting in increased engagement of NGOs, particularly in formulating and implementing national development agenda and plans. Still, others believe that these improvements are superficial and needs assessment and further institutionalization and regulation. This view is bolstered by the fact that some NGOs are becoming instruments of political reprisals by rival political parties.

At the same time, the role of NGOs as 'watchdog' increased in the absence of the Legislative Council. As such, their role in monitoring social and economic policies of the government has relatively improved. However, the advocacy role of NGOs is elitist in character and its impact on national policies is, at best, modest. Due to the weakness of other components of the civil society (i.e., political parties and unions), the NGOs stepped in to fill the gap. In due course, some NGOs/networks started to assume the role of political parties and social movements. This has created some tension between them. NGOs need to collaborate more with other components of the civil society in order to mobilize the community.

The purpose of this strategic objective is to help NGOs increase their role in coordinating programs and projects with the public sector and other stakeholders in order to improve collaboration among them and, in the process, increase the impact of NGOs on public policy.

NGOs are more and more becoming active partners to local government units in developing and implementing strategic plans for the local authorities. While the private sector is not sufficiently performing its social responsibility, there

are growing incidents of NGOs-private sector collaboration and cooperation that can be harnessed and increased. These are the initiatives that shall be undertaken under this strategic objective.

Strategy

Regulating and developing effective relationships between the NGO sector and other development partners

Assumptions

• The political division is resolved

• Public sector is open to coordinate/cooperate with NGOs

• Policy of the Government and local authorities/MoLG encourages increased involvement of civil society organizations in the local government sector

• There are certain common interests and areas of cooperation between NGOs and other stakeholders (private sector, academia, political and social movements) that can be cultivated.

Indicators

• Appropriate legal framework and clear streamlined procedures that regulate the relationship between NGOs and the public sector are in place

• Increased citizens participation in key policy-making mechanisms at all levels

• Increased cooperation, coordination and joint implementation of activities between NGOs and LGUs

• Increased number of collaborative projects and activities between NGOs and other stakeholders

Intermediate results	Programs/Projects/Activities
• Increased effective participation and involvement of the civil society institutions in the formulation of public policy and legislation, and in national and sectoral planning.	• Creation of NGO working groups on key policy issues to focus on policy dialogue and advocacy towards specific government agencies. • Operationalizing the MOU signed between the Prime Ministry and NGOs networks. • Review and assessment of laws and regulations pertaining to NGOs work, and advocate for amendments/modifications.
• Coordination, cooperation, and partnerships between the NGOs and the public sector and complementarity between them in providing quality services and implementing activities are enhanced.	• Creation of NGO working groups on key policy issues to focus on policy dialogue and advocacy towards specific government agencies. • Develop position papers on selected themes and organize advocacy/lobbying campaigns.
• Appropriate NGOs sectoral structures are established promoting national discussions and consensus building around national issues and developmental agenda.	• Assess the mode of operations of Consultative Committees established by line ministries and lobby for their institutionalization. • Actively participate in Consultative Committees (i.e., review sectoral plans and policies developed by line ministries, preparation of adequate comments and suggestions, advocate and lobby for NGOs proposals). • Utilize the Consultative Committees to establish complementary and partnership relations between NGOs and line agencies in delivering of services.
• Research work of NGOs is enriching knowledge on key issues of national importance.	• Formation of research consortium on key policy issues to support policy working groups.

Intermediate results	Programs/Projects/Activities
• Coordination, cooperation, and partnerships between the NGOs and private sector and other stakeholders are strengthened.	• Advocacy campaigns for regulating Corporate Social Responsibility of private sector. • Establishing a Palestinian CSR forum or council with a Palestinian index and standards supported by national prizes. • Developing principles, guidelines and operating practices, for effective partnerships between NGOs and private sector • Identification and development of partnerships and joint interventions in areas of common interest for NGOs and private sector (e.g. democracy, human rights, fair trade, legislation, links between wealth creation and poverty reduction, health care, agriculture, etc.).
• NGOs are effectively monitoring public sector performance, national development agenda, public policies and legislations.	• Establish citizen report cards on public services (regular survey of public satisfaction with public services).
• The general public is more sensitized to the role and importance of the NGO sector.	• Monthly/quarterly electronic newsletter is issued by the Strategic Framework Coordination Committee/Secretariat (i.e., NDC) • Annual report about the status of the Palestinian NGO sector is published by the Strategic Framework Coordination Committee/Secretariat (i.e., NDC). • Utilize local media (radio, TV, and newspapers) to disseminate information about NGOs, success stories, activities, campaigns, etc. • Regular survey of public perception of NGOs.

Strategic Objective No. 3

Improved access to quality services that are responsive to the needs of the community provided by government and the NGOs

Rationale and Purpose

NGOs play an important role in the provision of services (which accounts for more than 50% of their programs and projects). These services meet immediate and essential needs of many individuals and families. Charitable societies, in particular, continue to provide some form of social protection in the absence of an effective social security system and in a situation featuring high rates of poverty. NGOs are able to capture community needs and provide successful models on the ground.

While they are providing quality services in different sectors, there is a wide disparity in the quality of such services. At the same time, effective delivery without empowerment can promote dependence among beneficiaries.

This strategic objective aims to institute quality standards in NGO service delivery while also promoting active participation of their beneficiaries in the planning, implementation and monitoring and evaluation of their programs and projects. In the process, it is expected that beneficiaries shall become more responsible citizens who are actively involved in nation building.that shall be undertaken under this strategic objective.

Strategy

Promote rights based approach in provision of services by NGOs and government.

Assumptions

- As public institutions get stronger, the role of NGOs in providing services would be reduced and be focused on services that the public institutions do not provide or in areas inaccessible to the public sector

- NGO sector would be more focused and work in complementarity with other sectors

- Public sector is open to coordinate/cooperate with NGOs

- Government is willing to improve its performance in service delivery

Indicators

- Beneficiaries are actively participating in planning, implementing, monitoring and evaluating the programs and services provided to them by NGOs

- Beneficiaries are more satisfied with services provided by NGOs

- Increased number of beneficiaries that are being served by NGOs

- Increased number of beneficiaries that were not previously served by NGOs

- The quality in delivery of government services is improving as a result of effective monitoring and advocacy by NGOs/CSOs

Intermediate results	Programs/Projects/Activities
• Quality standards in delivery of community services are adopted by NGOs.	• Standards setting for basic services. • Establish a mechanism acknowledging and awarding distinctive NGOs (e.g., Annual Excellence Award to NGOs).
• NGOs are measuring and reporting the full participation of beneficiaries in their programs and projects.	• (This is included in Code of Conduct Compliance Mechanism).
• Increased coverage and impact of services (health, education, agriculture, etc.) provided by the NGOs where public services are not available and/or adequate.	• Assessment of quality and coverage of services in selected sectors provided to the Palestinian population. • Implementing new service oriented projects that target the underserved areas, remote rural areas and areas designated as security zones, communities behind the Separation and Annexation Wall, and in area "C".
• Increased women's contribution, decision making, and control over their reproductive, productive, and public roles.	• Develop procedures for and promote Gender Audit of NGOs. • Review legislation pertaining to women's rights and develop an advocacy plan for their amendment (maybe implement one or two pilots). • Assess women employment accessibility and participation. • Develop new and unconventional vocational training programs for women (e.g., IT).

Intermediate results	Programs/Projects/Activities
	• Expand credit and technical assistance programs for economic empowerment of women. • Programs and initiatives that promote women empowerment as cross cutting issue and enhancing gender mainstreaming in development.
• Increased active involvement of youth in community activities, civic affairs, and volunteer work.	• Leadership and Civic Engagement programs and projects geared towards building the skills, knowledge and attitudes of youth for active involvement in development processes in Palestine. • Technical assistance and support program to youth initiatives. • Promote exchange programs between Palestinian and Arab and international youth organizations.
• Increased people's awareness of their social, economic, and humanitarian rights.	• Know your rights programs, public debate and town hall meetings, face the public programs, etc. • Awareness campaigns on rights based approach in service delivery. • Monitoring and exposing violations of social, economic, and humanitarian rights.
• NGOs are progressively active in developing human capital and creating job opportunities to the youth.	• Capacity and skills building programs for youth combined with internship, SYB and job placement programs.
• Increased number of persons with disabilities are involved actively in the society.	• Advocacy work programs for implementing the disability law combined with CPR and integration programs for people with special needs.

Intermediate results	Programs/Projects/Activities
• Increased number of people actively participating in local development.	• Develop appropriate methods and toolkit to promote community participation. • Programs for supporting the capacity building and activities of CBOs.
• Increased number of persons having access to credit and business counseling programs.	• Establishing small and medium business programs and extensions that promote entrepreneurship via integrated approach including SYB training, credit schemes and business counseling.
• Appropriate infrastructure enabling community development are established.	• Small scale infrastructure projects at the community level like agricultural roads, community centers, Mother and Child health care centers, etc.
• NGOs/CSOs are actively monitoring and influencing government performance in delivery of services.	• Establish citizen report cards on public services (regular survey of public satisfaction with public services). • Regular assessment of quality and coverage of services in selected sectors provided to the Palestinian population.

Strategic Objective No. 4

More effective, accountable and transparent NGOs

Rationale and Purpose

There is increasing competition, duplication of work and fragmentation of efforts among NGOs characterized by weak complementation between larger NGOs and grassroots institutions, especially in rural areas. Some NGOs are weak in good governance practices and procedures. There is public perception of corruption and inefficiencies of NGOs. Institutional and governance structures of NGOs in Jerusalem are targeted by Israeli occupation and discriminatory policies and measures.

This strategic objective focuses on addressing these inherent weaknesses of many NGOs that hinder their growth and continued effectiveness. Such weaknesses also diminish public perception of the NGO sector and makes NGOs vulnerable to public criticism.

Strategy

Enhance the capacity of the NGO sector to practice good governance and good management and promote networking to increase effectiveness of NGO work

Assumptions

- There is willingness on the part of NGOs to improve their good governance practices

- There will be continued interest among donors to support capacity building of NGOs

- There is willingness among NGOs to increase collaboration among themselves in order to increase their effectiveness

Indicators

- Presence of a functional, disclosure system that encourages NGOs to rate their compliance with the NGO Code of Conduct and publish the result publicly

- Increasing number of NGOs that are complying with the NGO Code of Conduct

- The government recognizes the disclosure system and makes disclosure a requirement for NGOs

- Improved public perception of NGOs

- Increasing incidence of networking among NGOs

- Increase in cooperation among NGO networks and consortia

- Increase cooperation and engagement of Palestinian NGOs and NGO networks with Arab and international NGOs and networks

Intermediate results	Programs/Projects/Activities
• The Code Coalition is actively involved in promoting compliance with the Code of Conduct.	• Code Coalition to establish a Code of Conduct Compliance Mechanism.
• Annual increase in the number of NGOs disclosing self-assessment of their compliance with the NGO Code of Conduct.	• Networks to encourage/require their members to undergo self-assessment and disclose their compliance with the Code of Conduct. • Mobilize donor funding for technical assistance for validation of NGO self-rating.
• There is a publicly-accessible portal where the result of NGO self-assessment is made available.	Establish Code Compliance Mechanism page in Masader.
• There is an agreement between NGOs and the government on requiring NGOs to disclose self-assessment of their compliance with the Code of Conduct.	• Groundwork for M.O.A between Code Coalition and concerned government agency recognizing the Code Compliance Mechanism (possible requiring validated self-assessment as part of annual report to government) when compliance mechanism is fully functional.
• Government and donor agencies are providing financial and/or technical assistance to increase NGO capacities in complying with the Code of Conduct.	Advocacy for creation of capacity building funds from government and donor agencies.
• Strengthened capacity of small and start-up NGOs.	• Networks to identify small and start up NGOs in the regions and target them for capacity building support. • NDC to establish a funding and technical assistance window for small and start-up NGOs.

Intermediate results	Programs/Projects/Activities
• Increasing efforts among NGOs to engage in networking activities at all levels.	Strategic planning of sectoral networks to define areas of collaboration among members.
• The relationship of networks and their members is improving.	Formalization of network self-assessment and development tool.
• A broad-based communications system that enables NGOs to exchange information, experience, best practices and lessons learned among themselves and with the public is strengthened (e.g. newsletter, internet-based portal, etc.)	• Establish partnerships for information dissemination with print and electronic media outlets as well as with local FM radio stations and local TV channels for promoting NGOs sector work and achievement to public. • Expand and promote the Massader portal as an interactive medium for information and experience sharing and dialogue between NGOs. • Monthly/quarterly electronic newsletter is issued by the Secretariat (i.e. NDC). • Annual report about the status of the Palestinian NGO sector published by the Secretariat (i.e. NDC). • Bi-annual NGO Conference/Forum.
• Increasing use of information and communication technology by NGOs.	• Capacity and skills building programs for youth combined with internship, SYB and job placement programs.
• Increased number of persons with disabilities are involved actively in the society.	Same as above. • IT capacity building program for NGOs and CBOs (e.g., development and dissemination of appropriate MIS system for NGOs and CBOs; development and dissemination of appropriate/simplified accounting software for NGOs and CBOs; providing training in web management; etc.)

Intermediate results	Programs/Projects/Activities
• The capacity of Jerusalem NGOs is enhanced.	• Establishing/strengthening Jerusalem NGOs working group within networks. • Creation of capacity building programs (e.g., at NDC) targeting Jerusalem NGOs.

Strategic Objective No. 5

Secured and adequate financial resources for NGOs

Rationale and Purpose

Most NGOs lack financial sustainability and are vulnerable to funding, policy and priorities of funding agencies. The NGO sector is beset by job insecurity and inability to maintain its professional staff due to the tendency of donors towards short-term, project-based funding. The fiscal crisis of the public sector is a threat to its ability to fulfill its financial obligations to the NGOs. There are increasing funding requirements, procedures and conditional funding among donors who establish their own priorities and policies without the benefit of consultation with NGOs. The increased involvement of international NGOs in setting priorities and implementing programs is threatening to replace Palestinian NGOs.

This strategic objective shall address this Achilles heel of NGOs. It shall promote financial sustainability of NGOs by exploring different, non-traditional avenues for financing and resource mobilization while also addressing structural issues in the operation and environment of NGOs that lead to dependence on external funding.

Strategy

Engage donors in defining funding priorities, diversify funding sources and explore new ones, initiate self-financing, promote volunteerism and greater efficiency among NGOs

Assumptions

• Donors are open to discussing financing priorities with NGOs

• Local NGOs have the ability to articulate their agendas towards donors

• Private sector is willing to provide financing to NGO work

• Public sector is willing to provide financing to NGOs

• Availability of new, internal and external funding sources (e.g. Arab and Islamic funding)

- NGOs are willing to undertake measures to increase their efficiency

Indicators

- At least 25% of NGO resources are coming from national/Palestinian funding sources

- New funding sources for NGOs are being established

- Institutionalized public funding mechanisms for NGOs

- There are ongoing structured and inclusive dialogues between NGOs and donor agencies in setting funding priorities

- There is increasing incidence of volunteerism towards NGO work, especially among the youth

Intermediate results	Programs/Projects/Activities
• There is open dialogue between NGOs and key donors and funding agencies on the national priority needs and the context in which the NGOs are operating.	• Establish single dialogue platform between donors and NGOs to discuss funding priorities (streamline existing related mechanisms). • Advocacy campaign against conditional funding. • Develop and lobby for minimum reporting standards, regulations, and procedures that are Palestine relevant and at the same time accommodate various donor's requirements.
• Greater involvement of Palestinian national NGOs in the implementation of projects in partnership with INGOs.	• Convene regular (quarterly) strategic meetings between representatives of Palestinian Networks and AIDA to improve coordination and building partnerships. • Establish long-term program partnerships between PNGOs and INGOS tackling the priority Palestinian developmental needs.
• The government is regulating and providing incentives for companies to practice social responsibility.	Advocacy for passage of law to institutionalize incentives for corporate social responsibility.
• Private sector and Palestinian Diaspora are establishing local development funds as a means of expressing their social responsibility.	Creation of new Social Development Endowment Fund (with contributions from diaspora, private sector and, possibly, government).
• NGO Trust Fund/Community Fund/Endowment Fund are established through private and governmental contributions.	
• New external funding sources, e.g., Arab donors, are mobilized.	

Intermediate results	Programs/Projects/Activities
• Government is institutionalizing funding mechanisms for NGOs.	Advocacy for passage of government policy establishing regulations, criteria, guidelines and procedures for government funding of NGOs.
• The NGO law that stipulates tax exemptions for NGOs (i.e. Article 14) is being implemented.	Advocacy for passage of government guidelines to enforce tax exemption benefits of NGOs under Article 14 of NGO Law.
• Assistance is available for NGOs in diversifying, managing and developing their resources (e.g. self-financing, and social enterprise programs).	• Promotion of social enterprise among NGOs (study of existing global models and disseminate widely to NGOs) • Encourage service providers who can provide technical assistance for SE development). • Advocacy for donor funding to pilot social enterprise projects.
• NGOs are developing self-financing capacities and mechanisms such as local fundraising, creating income generating projects or social enterprises, etc.	
• There are increasing joint implementation and program/ project partnerships in order to increase efficiency in their operations.	Establishing consortium of PNGOs with different and complementary expertise for responding to cross cutting developmental issues like women empowerment, youth participation, people with disability integration, etc.
• A social security system for NGOs (that is privately-run) is established to address job insecurity.	Advocacy and lobby work for the creation of an NGO social security system (either within or apart from current advocacy for privately-managed SSS).
• NGOs are actively recruiting volunteers for their programs, especially among the youth.	NGO volunteer program for students (in partnership with colleges/universities, with academic credit for community service requirements).

Implementation System

Implementing the strategic framework under a purely voluntary scheme will be immensely challenging. Thus, implementation responsibilities must be distributed over a wide range of organizations in order to spread such responsibilities and manage the cost of implementation. Implementation structure shall be very simple with very little bureaucracy. At the same time, leadership shall be exercised by a central body that will take overall responsibility for attaining the goal and ensuring that everyone who has committed to participate in achieving this goal is living up to their commitment.

The implementation and oversight structure (see Figure 2 below) shall be divided into two main levels with a central secretariat performing a backstop role. NDC has committed to serve as the secretariat of this structure. The Steering Committee shall be retained (although its membership may change) but expanded to include the heads of sub-committees and the executive director of NDC.

Sub-committees shall be established to take responsibility for implementing each Strategic Objective. A Sub-Committee Head shall be appointed and will become a member of the Steering Committee. NDC shall assign staff to serve as coordinators of each committee. The sub-committees will be responsible for recruiting NGOs that will participate in attaining the indicators under the respective strategic objective assigned to them. This will entail mobilizing NGOs that are already implementing the proposed programs, projects and activities under each strategic objective (discussed in the previous section) to contribute their program/project outputs towards achieving the necessary milestones to achieve the targets. This would also mean identifying NGOs who would like to initiate the proposed programs/projects and/or work collaboratively with other NGOs in doing so.

Identifying, mobilizing and coordinating these NGOs will be a tough undertaking for the sub-committee head and members. Expert leadership and commitment will be required. If necessary, more than one head shall be identified in order to break large responsibilities into more manageable parts. To facilitate his/her work, the secretariat shall assign a staff to assist the head of the sub-committee in convening meetings, documenting discussions and decisions made, and following-through on assigned tasks and activities. As an incentive for NGOs to participate in this undertaking, the strategy leadership (with the assistance of NDC) shall assist in sourcing funding for programs/projects and in providing technical assistance to aid NGOs in program/project implementation, where needed.

A monitoring and evaluation system shall be established to track implementation and identify lapses and challenges. This is described in greater detail in the subsequent section.

A more detailed discussion on implementation of the strategic framework, particularly in how the implementation system can be sustained in the long-term, is provided in Annex C.

Figure 2.Implementation and Oversight Structure

Structure

Steering Committee

Secretariat

Sub-Committee SO1 | Sub-Committee SO2 | Sub-Committee SO3 | Sub-Committee SO4 | Sub-Committee SO5

NGOs | NGOs | NGOs | NGOs | NGOs

Composition
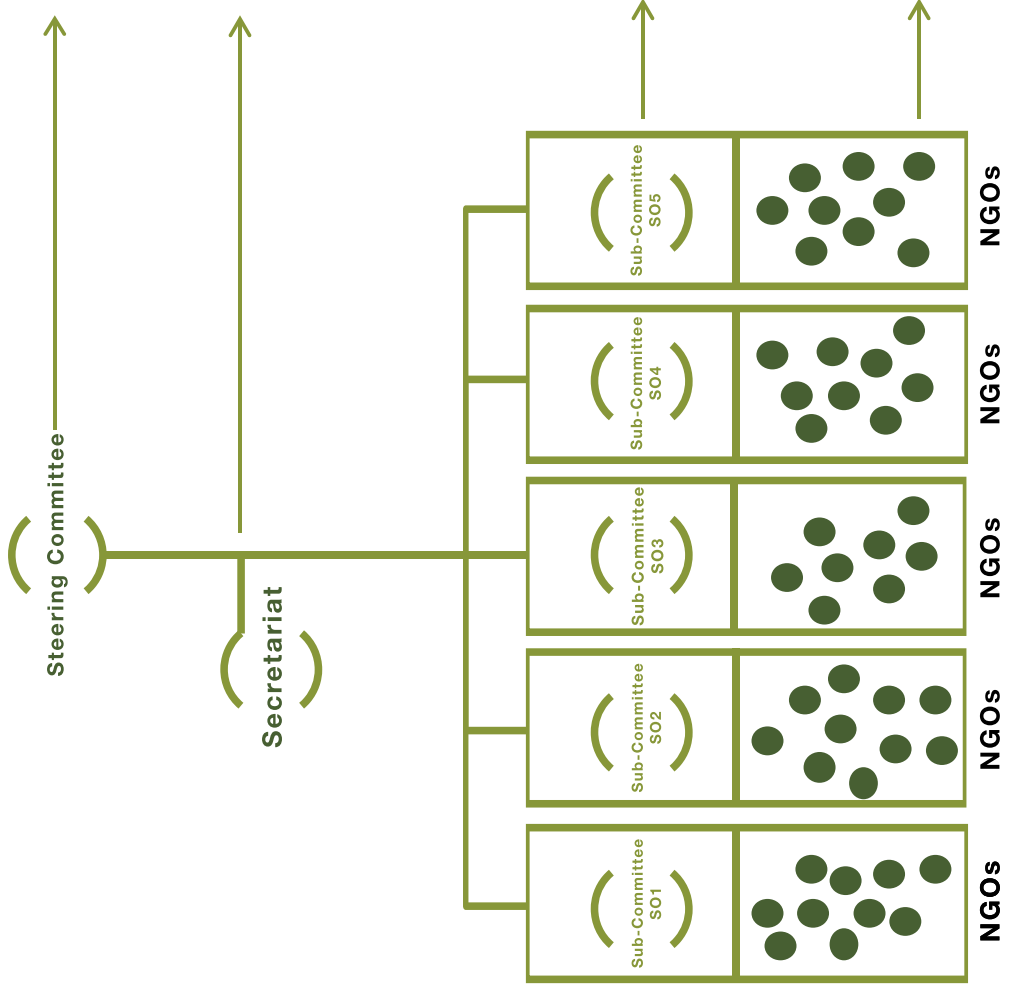
- Representatives of four national networks and NDC
- Heads of sub-committee
- Total membership: 10 - 12

- Directly: one program coordinator to take full-time responsibility for the program, 3 – 5 program assistants to provide secretariat support to sub-committees and follow-up/monitory participating NGOs
- Supervised by NDC
- Supported NDC finance/admin. Staff
- Total composition: 7

- Head appointed by steering committee
- Coordinator of the committee
- Volunteer members from participating NGOs/networks
- Steering committee members as ex-oficio members
- Total composition: as determined by sub-committee

- May be made up of individual NGOs and/or coalitions of NGOs/CSOs jointly implementing programs/project
- NGOs voluntarily implementing programs/projects prescribed by the strategy
- May be made up of individual NGOs and/or coalitions of NGOs/CSOs jointly implementing programs/project

Implementation, Monitoring and Evaluation Scheme

The following table gives more details about how the responsibilities in implementing, monitoring and evaluating the strategic framework will be shared among the different units in the structure.

	Description	Main responsibility	Frequency of meeting	Reporting responsibility
Steering Committee	It is the overall body in charge of supervising the implementation, monitoring and evaluating the strategic framework. As such, it is the body that is accountable for the strategic framework. It will relate with other NGOs, NGO networks and other stakeholders in the course of implementing this strategic framework.	• Overall champion of the strategic framework. • Coordinate, provide general directions and follow-up implementation by sub-committee. • Coordinate with government, donors and other stakeholders. • Receive reports and conduct annual review of performance. • Conduct mid and end-term evaluation. • Make adjustments in the strategic framework, as necessary. • Convene annual conference of stakeholder to report on progress and identify ways to improve collaboration.	Quarterly (as often as necessary in the first six months). Convene annual conference of participating institutions.	Reports to stakeholders, general public (through Strategy website [Masader]). Publishes report on status of implementation (at least quarterly).

	Description	Main responsibility	Frequency of meeting	Reporting responsibility
Secretariat	It serves as the technical arm of the Steering Committee and, as such, shall provide technical and administrative assistance to the Steering Committee and the Sub-Committees. It shall also coordinate with participating NGOs in terms of gathering information about their experience in implementation. It shall be responsible for establishing a management information system that will inform implementation and making adjustments along the way.	• Gather reports of sub-committees and lead organizations. • Conduct research on areas of strengths and weaknesses of NGOs in the course of implementation. • Publish monitoring report on progress of strategic framework. • Develop capacity building programs to increase capacity of participating NGOs in implementing prescribed programs and projects of the strategic framework. • Assist in fundraising.	As often as necessary.	Reports to Steering Committee. Prepares quarterly status report and cumulative annual report of implementation (including key issues and concerns that need to be addressed and interventions needed) to Steering Committee and to stakeholders.

	Description	Main responsibility	Frequency of meeting	Reporting responsibility
Sub-committee	The sub-committees are the main drivers of the strategic framework. They will mobilize NGOs, networks and other institutions to implement bits and pieces of the strategic framework and report its progress to the Steering Committee. As such they have the biggest responsibility in implementing the strategic framework.	• Together with other NGOs, develop programs and strategies to achieve Intermediate results. • Identify/mobilize NGO/s, networks and other institutions that will implement these programs/projects voluntarily. • Follow up implementation and reports of programs and project by NGOs. • Report progress of programs and projects to Steering Committee (thru secretariat). • Conduct annual review of performance in attaining indicators of the strategic objectives. • Coordinate the provision of technical assistance to NGOs. • Assist in fundraising.	Monthly (or as often as necessary during the first 6 months to one year). Monthly to quarterly thereafter.	Reports to Steering Committee. Prepares report of all meetings highlighting key issues and concerns and interventions needed.

Description	Main responsibility	Frequency of meeting	Reporting responsibility
Participating NGOs			
NGOs will be encouraged to align their programs and projects to those that will contribute to achieving the strategic objectives. In the process, they will be assisted in seeking funding for these programs/ projects, provided with capacity building technical assistance in implementing these, and provided with information to help them become more effective in their work.	• Voluntarily implement programs/projects prescribed by the strategic framework. • Mobilize other NGOs/ CSOs in implementing programs/ projects and encourage partnership and joint implementation. • Raise funds for program/project they are implementing. • Report progress of program/project to the sub-committee.	As necessary.	Report to sub-committee. Attend coordination meetings convened by Sub-committee Prepare simple report of accomplishments of program/project being implemented and how it contributes to attaining strategic objective.

Monitoring and Evaluation

Monitoring and evaluation will be a major part of the implementation scheme. It defines the levels of accountability in the overall implementation and oversight structure and the types of reports that will be generated at each level to determine accomplishments at each period. Since implementation of the strategic framework is purely voluntary, it will be difficult to expect all implementers to deliver the quality of results at the time desired. As such, the M&E system will determine whether the agreed upon targets, intermediate results, indicators and objectives are being met and what adjustments, technical assistance and additional resources are needed to assist implementers in achieving the results that they are responsible for.

The SC will be the focal point of all reports in the structure. It will process all information on activities being undertaken as well as the issues and concerns in implementation and about the strategic framework in general. It will also decide on adjustments that need to be made, when necessary. These reports will be gathered by the secretariat (NDC) and summarized for the consumption of the SC during its regular meetings. The SC, through the NDC, will issue periodic reports to the public on the status of strategic framework implementation (preferably quarterly). This will be done primarily through the Masader portal, where a section shall be devoted to all information about the strategic framework. The NDC should also find other means to publicly communicate the developments in strategic framework implementation.

At the sub-committee level, each participating NGO or group of NGOs will be requested to prepare a brief (one-page report) to inform the sub-committee of its accomplishments on the program/project assigned to them. The sub-committee will hold periodic meetings and coordination activities to ensure that the indicators assigned to them will be achieved as planned. The sub-committee leadership will consolidate all reports of its members, process them at their level and submit their report to the SC for information and processing.

A preliminary M&E plan is attached in Annex B. It details the indicators, identifies the data sources to establish how the indicators will be measured, defines the data collection method and frequency of collection, assigns the responsibility for data collection and establishes the baseline information. It should serve as a guide to the respective sub-committees as they plan their work.

It must be noted that the plan describes the full range of information needed to effectively monitor progress of strategic framework implementation. It will mean putting up a full management information system (MIS) which could be very burdensome and expensive. The leadership will have to establish scenarios on how the scale down the plan depending on availability of resources.

At the most basic level, the following tool may be used to monitor the progress of implementation at the NGO/network level. This can be further developed to cater to the MIS that will be eventually developed.

NGO Monitoring Report

Strategic Objective No.	Strategic Objective	Date of report
Name of NGO		
Contact information	Head of organization	Email address
	Address	Phone/fax/website
Program/project/activity		
Target for the period		
Accomplishments for the period		
Variance (if any)		
Reason/s for variance		
Recommendation/s		
Person submitting report (designation)		Signature

Risk Management

In the following, a risk management framework for the implementation of the Strategic Framework is presented. Major threats/risks are identified, the likelihood of occurrence is considered, and the magnitude of their impact is assessed. Mitigation measures are also suggested, which entail contingency actions to be undertaken should significant changes in the risk profile are detected. This framework is presented to the SC and the sub-committees to help them think ahead and prepare contingencies to address the identified risks. This framework shall serve as a guide for further discussion and finalization of the leadership. These risks need to be included as part of the M&E Framework and to be monitored and assessed regularly.

Risk	Likelihood	Magnitude of Impact	Mitigating Actions
Rapidly changing political situation and/or development priorities.	High	(Medium) The Strategic Framework is not responsive enough to evolving needs.	Regular monitoring of the political and development context. Develop procedures for timely response, modifications and/or actions.
Escalation of Israeli oppressive measures against Palestinians and their institutions.	High	(High) Shifting attention to immediate response, emergency and humanitarian assistance at the expense of long term sustainable development.	Link immediate/emergency interventions with strategic goal and objectives. Provide international protection through building partnerships and joint ventures between Palestinian and international organizations. Mobilizing international advocacy.

Risk	Likelihood	Magnitude of Impact	Mitigating Actions
The political division is continued and internal reconciliation is not achieved.	High	(High) More control over the NGOs and interference in their work are exerted by the governments in the West Bank and Gaza. Deterioration in the human rights situation and the right to form civil society organizations. Tension between public sector institutions and the NGOs and reduced coordination between them. More political and cultural polarization of the society.	Active advocacy campaigns by the NGO sector for the rule of law. Active and effective popular participation in reconciliation process. Promoting national dialogue and democratic means to resolve conflicts.
Some donors are not open to discussing financing priorities with NGOs based on the Strategic Framework.	Medium	(High) Dispersed efforts leading to confusion in focus regarding development priorities. Reduced coordination.	Enhance coordination between donors and NGOs. Encourage NGOs to articulate their agendas towards donors based on the Strategic Framework Visible Palestinian political/ governmental support to Strategic Framework. Incorporation of Strategic Framework into Palestinian national plans.

Risk	Likelihood	Magnitude of Impact	Mitigating Actions
Insufficient donor funding and / or interest.	Medium	(High) Inability to implement important projects. Parts of the Strategic Framework are not implemented.	Expand range of donors targeted by fundraising strategy. Explore new funding sources.
NDC (together with partner NGO networks) is not able to raise sufficient funds to sustain the operations of the proposed oversight structure.	Medium	(High) Commitment of NGOs/CSOs to the Strategic Framework is greatly reduced. Oversight, M&E mechanisms, and regular review/updating of the Strategic Framework would not be sustainable.	Aggressive advocacy and fundraising campaign to support the start-up of the proposed oversight structure Reduce the number of paid staff of the oversight structure to 3-5 persons Members of the NGOs networks contribute to sustaining the proposed oversight structure from the second year onward.
Insufficient NGOs/CSOs commitment to the Strategic Framework due to changing or competing priorities.	Medium	(Medium) Momentum and credibility are lost. Dispersed and unfocussed implementation of the Strategic Framework	Enhance buy-in by awareness building among NGOs/CSOs to the importance of the Strategic Framework and by regularly providing information about work progress.

Risk	Likelihood	Magnitude of Impact	Mitigating Actions
Reluctance of NGOs/ CSOs to provide timely, accurate and reliable information for monitoring and evaluation of implementation.	High	(Medium) Inability to track implementation and take appropriate adjustments in a timely manner.	Maintain effective communication and consensus building channels with NGOs/CSOs.

Proposed Next Steps

Following are some key next steps to move the strategic framework from plan to implementation:

- Feedback gathering on the final draft of the strategic framework. After this document has been finalized by the approving authority, it needs to be made public in order to formally gather feedback and suggestions from stakeholders. This process is essential to ensure that the strategic framework is responsive to the concerns of its intended stakeholders. Such feedback gathering may take the form of posting the document on the Masader website as well as on the website of NDC NGO networks and soliciting comments and suggestions from the public on what they think of the strategic framework and their suggestions on how to improve it. Announcements can also be made in mass media regarding the availability of the document and where interested groups and individuals can obtain a copy.

- Consolidation of feedback and preparation of initial version of the strategic framework. The comments received from the public as well as from certain stakeholders shall be consolidated and necessary revisions on the document shall be made accordingly. Here it is important not just to reflect on the document the comments and suggestions that will be accepted but also to explain why certain feedback cannot be accommodated. This will show those who gave their feedback that the approving authority considered their feedback but may not think the same way or may want to utilize the comments/suggestions at a later time. The decision-makers on the strategic framework must demonstrate their accountability to their stakeholders.

- Launching of the strategic framework. The updated version of the strategic framework must be formally presented to representatives of its major stakeholders in a significant event with the presence of mass media. The event shall mark the formal launching of the strategic framework as well as the start of the communications campaign to popularize it.

- Appointment of leaders. The most important step to kick off implementation is to appoint individuals (and/or organizations) to fill up the identified responsibilities in the structure. This will include appointing the members of the SC and the heads of the sub-committees.

- Setting up the sub-committees. The bulk of the work shall be done at the sub-committee level. Thus, the Steering Committee must mobilize as many NGOs and networks as possible to constitute the sub-committees. They must carefully choose the leadership of the sub-committee because these are the people who will move the strategic framework forward.

One of the first things that need to be done by sub-committees is to do a stock-taking of proposed programs and projects that are already being implemented by their members or by other NGOs known to them. These NGOs need to be brought into the system so that the sub-committees can align their programs and projects to the strategic objectives and utilize these to achieve the appropriate indicators. In this way, the need for new resources is minimized and more NGOs can be part of the system.

- Work planning. When the positions have been filled up and the sub-committees are established, the SC should convene a planning meeting to map out a timetable for implementation. Specifically, the following activities need to be scheduled:

- Review and finalization of the strategic objectives, indicators, intermediate results and programs/projects/activities. What needs to be done here is to carefully review the alignment of the indicators, intermediate outcomes (milestones) and the programs/projects/activities with the strategic objective. To give this sufficient attention, this review may be done at the sub-committee level. This exercise will also be useful for the members to clearly understand how these elements relate to each other and what their responsibility means in achieving these elements.

- Review and finalization of the risk management framework. The identified risks, impacts and proposed mitigating measures need to be carefully reviewed by the SC and sub-committees. Apart from other risks that may be identified in the process, it is important to identify contingency measures to address the identified risks. As earlier suggested, the risk framework needs to be reviewed regularly to anticipate possible changes in the environment in the course of implementation.

- Review and finalization of the monitoring and evaluation system. Since this task is quite tedious, a workshop may need to be scheduled to rigorously review the preliminary tool provided in Annex C. The workshop can help to determine scenarios in scaling down the M&E and scaling it up as resources are obtained.

- Budgeting and fund sourcing. Fundraising for such a huge undertaking will be very challenging. As such, there must be a clear and deliberate fundraising strategy so that funding for projects is not left to chance. Fundraising should start with a clear understanding of how much funds are needed for what particular programs/projects. Budgeting should start at the sub-committee level. It is suggested that the key programs and projects to achieve the intermediate results be carefully analyzed. At the beginning, mapping of existing programs, projects, and initiatives relevant to each strategic objective need to be done and gaps identified. Some of the programs/projects may already be under implementation by some NGOs and would therefore not need new resources. Others may not

really need funding and can be performed voluntarily by individuals or groups of NGOs. The key is to find ways to move the programs/projects/activities forward with as little resources as possible so that certain results can be achieved while waiting for new funding to be raised.

To make fundraising more efficient, this responsibility also needs to be distributed among the different actors in the structure. For programs and projects that need new funding, the primary responsibility for fundraising should rest upon the NGOs/networks or consortium of NGOs implementing them. In order to facilitate fundraising efforts at this level, the Steering Committee can endorse their project proposal to donor agencies so that they are informed that these projects are essential components of the strategic framework. The Secretariat or some members of the Steering Committee may need to make personal representation with donors to add more prominence to its endorsement.

A fundraising strategy matrix such as the one in page 78 can be established to disperse funding requests among different donors and to avoid duplication of submission of projects to only a few donors.

Project title	SO #	Amount	Availability of funding (Full, partial, none)	Timetable	Institution/s responsible	Potential funder

In order to further streamline fundraising efforts, one approach that can be taken is for the sub-committees to agree on establishing high, medium and low budget scenarios. This means the sub-committees will have to rank programs/projects/activities accordingly in order to advise and guide fundraising efforts and to optimize the use of resources in achieving the desired objectives. This will make fundraising more manageable since initial efforts can be concentrated on programs/projects/activities that need immediate attention. Other funding can be mobilized as the high priority programs/projects/ activities are underway.

The other aspect that needs to be budgeted more urgently is the secretariat cost. Implementation will not progress unless there is staff that is pushing activities forward. Again scenarios will have to be constructed on a minimum and maximum staff requirement to allow for flexibility as funds are being raised.

• Communications planning. When the strategic framework is finalized, it should be aggressively promoted among NGOs and their stakeholders. A communications plan needs to be established to ensure that:

• There is a well-targeted audience that will be constantly supplied with information through a multitude of channels.

• There is a feedback mechanism to gather comments, questions, and suggestions from the public.

• The messages that are being presented about the strategic framework is consistent and up to date.

It is important to communicate the strategic framework to the public and to stakeholders to gain their support in achieving the targets and objectives

outlined in the strategic framework. It is equally essential to get NGOs increasingly involved, if not supportive of, the framework since its success would benefit them, and they need to contribute to the attainment of its objectives.

The communications plan must be sanctioned by the SC and the NDC should be primarily responsible for implementing it. It is expected that with awareness of the framework, NGOs and stakeholders will be encouraged to collaborate with the Steering Committee in overcoming the weaknesses of NGOs and in making them more effective actors in the liberation and development of Palestine.

Timetable of activities

The following is a suggested logic of next steps and possible schedule of activities that are proposed to be undertaken in order to move the strategic framework forward. This timetable covers only the period described in the proposed next steps. A more detailed and longer work plans needs to be prepared by the respective sub-committees.

Tasks
Feedback gathering on the final draft of the strategic framework
Consolidation of feedback and preparation of initial version of the strategic framework
Launching of the strategic framework
Appointment of leaders
Setting up the sub-committees
Work planning
Review and finalization of the strategic objectives, indicators, intermediate results and programs/projects/activities
Review and finalization of the risk management framework
Review and finalization of the monitoring and evaluation system
Budgeting and fund sourcing
Communications planning and implementation of communications plan
Implementation of programs/projects

Duration/Month											
	1	2	3	4	5	6	7	8	9	10	11
	■										
		■									
			■								
				■							
				■	■						
						■	■				
							■				
						■	■				
							■	■			
								■	■	■	■
						■	■	■	■	■	■
								■	■	■	■

References

Abusraur, A., 2009. Palestinian Civil Society: A Time for Action, London: International Centre for the Study of Radicalization and Political Violence.

Abrash, I., 2008. Palestinian Civil Society from Revolution to the Challenges of Establishing the State, http://www.palnation.org/vb/showthread.php?t=189, in Arabic.

Al-Malki, M., Shalabi, Y., & Ladadweh, H., 2007. Mapping Palestinian Non-Governmental Organizations in the West Bank and the Gaza Strip. Palestine Economic Policy Research Institute (MAS), Ramallah.

Association of International Development Agencies, 2011. The Challenges of Delivering Assistance in the Occupied Palestinian Territory, Jerusalem: Association of International Development Agencies.

Bisan Center, 2006. The Role and Performance of Palestinian NGOs In Health, Education and Agriculture, s.l.: World Bank.

Costanini, G., Atamneh, J., Ayesh, K. & Al Husseini, F., 2011. Mapping Study of Civil Society Organizations in the Occupied Palestinian Territory, Jerusalem: European Commission.

De Voir, J. & Tartir, A., 2009. Tracking External Donor Funding to Palestinian Non-Governmental Organizations in the West Bank and Gaza 1999 - 2008, Ramallah: Palestine Ecoonomic Policy Research Institute (MAS) and NGO Development Center.

General Union of Charitable Societies, undated. Strategic plan for the General Union of Charitable Societies 2009 – 2011, (in Arabic)

Hammami, R., 2000. Palestinian NGOs since Oslo: From NGO Politics to Social movments? Middle East Report No. 214., s.l.: s.n.

Hanafi, S. a. L. T., 2005. The Emergence of a Palestinian Globalized Elite: Donors, International Organizations and Local NGOs, Institute of Jerusalem Studies, Jerusalem: s.n.

Hilal, J., undated. Civil Society in Palestine: A Literature Review, s.l.: s.n.

Ishac, J., 2007 . NGOs : between buzzwords and social movements, s.l.: s.n.

Issa, M., 25 February 2010. Palestinian Civil Society in Search of an Identity. Common Ground News Service (CGNews), www.commongroundnews.org.

Ministry of Planning and Administrative Development (MoPAD), undated. Palestinian Reform and Development Plan (PRDP) 2008-2010, MoPAD, Palestinian National Authority, Palestine.

Ministry of Planning and Administrative Development (MoPAD), April 2011. National Development Plan 2011-2013: Establishing the state, Building our Future, MoPAD, Palestinian National Authority, Palestine.

Muhaissen, T., 2010. Situation of Palestinian civil society - Analytical Paper (in Arabic), s.l.: Maat Foundation for Peace , Development and Human Rights.

NGO Development Center (NDC), undated. NGO Development Center Strategic Plan 2010 – 2014, NDC, Palestine.

NGO Development Center (NDC), undated. Palestinian Non Governmental Organizations (NGOs) and the Private Sector: Potentials for Cooperation and Partnerships, NDC.

Palestine National Institute for NGOs (PNIN), undated. PNIN Strategic Plan 2010 – 2012, PNIN, (in Arabic).

Palestinian National Authority (PNA), August 2009, Ending the Occupation, Establishing the State: Program of the Thirteenth Government, PNA, Palestine

Office of the UN Special Coordinator for the Middle East Peace Process, 2010. ENABLING PALESTINIAN STATE-BUILDING – FOUNDATIONS FOR PEACE, s.l.: United Nations.

Oussama. Kanaan and Udo, K., 2011. RECENT EXPERIENCE AND PROSPECTS OF THE ECONOMY OF THE WEST BANK AND GAZA, New York: International Monetary Fund.

Quaker United Nations Office, 2011. Palestinian Statehood at the United Nations: A Resource, s.l.: Quaker United Nations Office.

Shafi, S., 2004. Civil Society and Political Elites in Palestine and the Role of International Donors: A Palestinian View, s.l.: s.n.

Shaikh Ali, N. M., 2005.The Role Of Civil Society Organizations in Promoting Political Participation in Palestine, Master's Thesis, An-Najah University, Nablus, Palestine, (in Arabic).

Songco, D., 2011. Rating and Increasing NGO Capacities in Palestine, Ramallah: NGO Development Center.

Songco, D., Nijem, K. & El-Farra, M., 2006. Proposed Strategy for the Development of the Palestinian NGO Sector, NGO Development Center (NDC), Palestine

The Palestinian Non-Governmental Organizations' Network (PNGO), undated. PNGO Strategic Plan January 2011- December 2013, PNGO, (in Arabic).

UNDP Programme of Assistance to the Palestinian People, 2010. One Year After, Gaza Early Recovery and Reconstruction Needs Assessment, Jerusalem: United Nations Development Programme.

United Nations Conference on Trade and Development, 2010. Report on UNCTAD assistance to the Palestinian people: Developments in the economy of the occupied Palestinian territory, Geneva: United Nations.

United Nations Development Programme, 2010. Palestinian Human Development Report 2009/10, Investing in Human Security for a Future State, Jerusalem: United Nations Development Programme.

United Nations Relef and Works Authorithy, 2010. Socio-economic developments in the Occupied Palestinian Territory 2010, s.l.: United Nations Relef and Works Authorithy.

United Nations Relief and Works Agency, 2011. Palestine refugees in the West Bank, Socio-economic trends and long-term opportunities, s.l.: United Nations Relief and Works Agency.

United Nations, 2011. UN Strategic Capacity Development Programmes in suppoort of Palestinian State Building, s.l.: United Nations.

World Bank, 2010. Project Appraisal Document On A Proposed Grant of $2 Million to the West Bank and Gaza For A Palestinian-NGO Project, s.l.: World Bank.

World Bank, 2011. Building the Palestinian State: Sustaining Growth, Institutions, and Service Delivery, Ramallah: World Bank.

World Bank, 2011. West Bank and Gaza Improving Governance and Reducing Corruption, Jerusalem: World Bank.

World Bank, 2011. West Bank ang Gaza Coping with Conflict? Poverty and Inclusion in the West Bank and Gaza, s.l.: World Bank.

Annexes

Annex A - List of Participating
Individuals and Groups

Annex B- Monitoring and
Evaluation Plan

Annex C - Sustainability of Oversight
and Implementation Mechanism

Annex A - List of Participating Individuals and Groups

Steering Committee Members:

- Munther Rayes (The Palestinian General Union for NGOs, Gaza)

- Isam Heles (The Palestinian General Union for NGOs, Gaza)

- Isam Aruri (The Palestinian NGO Network, West Bank)

- Sami Khader (The Palestinian NGO Network, West Bank)

- Nasfat Khofash (The National Institute for Palestinian NGOs, West Bank)

- Khalid Jaber (The National Institute for Palestinian NGOs, West Bank)

- Aziz Al- Assa (The Palestinian General Union for Charitable Societies, West Bank)

- NDC office (Secretary)

Consultative Group Members, West Bank

- Rifat Kassis (Defence for Children International-Palestine Section (DCI-Palestine, West Bank)

- Sama Aweidah (Women's Studies Centre, West Bank)

- Suleiman Al – Khalil (Al-Najah University, West Bank)

- Khalid Nabres (Consultancy, West Bank)

- Zakaria Odeh (Coalition for Jerusalem, West Bank)

- Sufian Mushasha (Sharek, West Bank)

- Abd Alqader Al – Hussani (Faisial Husseini Foundation, West Bank)

- Jad Ishak (Applied Research Institute-Jerusalem)

- Jamal Talab (Land Research Center, West Bank)

- Sameh Abu Aesheh (Red Crescent Headquarters in Hebron, West Bank)

- A'ohod Yaa'esh (Arab Women Union Society, West Bank)

- Walid Korah (ST. Luke's Hospital, West Bank)

- Sam Bahor (Consultant, Private Sector, West Bank)

- Nora Kort (Arab Orthodox Society, Jerusalem)

- Reem Aboshi (Asala - The Palestinian Businesswomen's Association, West Bank)

- Issam Aruri (Aruri (The Palestinian NGO Network, West Bank)

- Sami Khader (The Palestinian NGO Network, West Bank)

- Nasfat Khofash (The National Institute for Palestinian NGOs, West Bank)

- Khalid Jaber (The National Institute for Palestinian NGOs, West Bank)

- Aziz Al- Assa (The Palestinian General Union for Charitable Societies, West Bank

Consultative Group Members, Gaza

- Dr. Refat Rostom, University College of Applied Sciences

- Dr. Yehea Sarraj, Islamic University

- Dr. Naser Abu Atta, Al Aqsa University

- Dr. Marwan El Agha, Al Azhar University

- Ahmad Sourani, The Agricultural Development Association

- Amjad Shawwa, Palestinian NGO Network (PNGO)

- Jaber Qudeh, Ma'an Development Center

- Hamdi Shaqoura, Palestinian Center for Human Rights

- Nadya Abu Nahlah, Women Affairs Committee

- Amal Syam, Women Affairs Center

- Majda Saqqa, Cultural & Free Thought Association

- Rami Al Agha, PALTEL - Palestinian Telecommunication Co.

- Ali Abu Shahla, Business man

- Nabil Abu Mealeq, Business man

- Maher Abu Shaban, Business man

- Imad Abu Dayya, Consultancy firm manager

- Rami Al Wihidi, Consultancy firm manager

- Haleem Halabi, Consultancy firm Manager

Key Informants:

- Abu Al Atta, Naser, Dean at Al Aqsa University, interviewed on 11 January, 2012, Gaza City

- Abu AlQarayah, Abed AlAziz, Head of Palestinian Red Crescent Society for Gaza Strip, interviewed on 10 January, 2012, Gaza City

- Abu Ramdan, Mohsen, ACAD Gaza Manager & Civil Society Activist, interviewed on 9 January, 2012, Gaza City

- Abu Shahla, Ali, Business men forum, interviewed on 9 January, 2012, Gaza City

- Al Kurd, Ahmad, Minster of Social Affairs and Labor- Gaza Government, interviewed on 15 January, 2012, Gaza City

- Al Madhoun, Mohammed, Minister of Youth and Culture-Gaza Government, interviewed on 15 January, 2012, Gaza City

- Abu Nahlah, Nadia, Chairwomen WATC-Gaza, interviewed on 17 January, 2012, Gaza City

- Al Shawa, Amjad, Coordinator, PNGO Gaza, interviewed 12 January, 2012, Gaza City

- Amawi, Yazdan, CARE International Head of Gaza Office & Civil Society Specialist, interviewed on 11 January, 2012, Gaza City

- Mikki, Rafeeq, Gaza City Mayor, interviewed on 16 January, 2012, Gaza City

- Moheisen, Tayseer, Advocacy Unit Manager at PARC & Civil Society expert, interviewed on 11 January, 2012, Gaza City

- Sabbah, Raed, Head of Board UHCC, interviewed on 14 January, 2012, Gaza City

- Shaqourah, Hamdy, Palestinian Center for Human Rights, interviewed on 17 January, 2012, Gaza City

- Yaghi, Ayed, Gaza Manager-UPMRC, interviewed on 15 January, 20102, Gaza City

- Mr.Abdel Moughni Nofal, Director, Municipal Development and Lending Fund, interviewed on 25 and 30 January 2012, Al-Birah

- Dr. Abdel Rahman Tamimi, Director, Palestinian Hydrology Group, interviewed on 24 January 2012, Ramallah

- Dr. Allam Jarrar, Director, Mental Health and Community Work Unit, Palestinian Medical Relief Society (PMRS), interviewed on 23 January 2012, Al-Bireh

- Dr. Azmi Shuaibi, Director, Aman Transparency Palestine, interviewed on 26 January 2012, Ramallah

- Dr. Azzam Hjouj, Director, Regional Planning Department, Ministry of Local Government, interviewed on 25 January 2012, Al-Birah

- Dr. Eileen Kuttab, Director General, Bisan Research and Development, interviewed on 24 January 2012, Ramallah

- Dr. Estephan Salameh, Advisor to the Minister and Head of the General Directorate for Aid Coordination and Management, Ministry of Planning and Administrative Development, interviewed on 25 January 2012, Ramallah

- Ms. Fadwa Shair, Director General for NGO Affairs, Ministry of Interior, interviewed on 26 and 28 January 2012, Al-Bireh

- Dr. George Jaicaman, Director, Muwaten, The Palestinian Institute for the Study of Democracy, interviewed on 23 January 2012, Al-Bireh

- Dr. Ghassan Khatib, Director, Government Media Center, interviewed on 22 January 2012, Ramallah

- Mr. Harbi Daraghmeh, Director of Financial Affairs, Bir Zeit University, NGO Activist, Board Member of several NGOs, interviewed on 2 February 2012, Ramallah

- Mr. Issam Aruri, Director, Jerusalem Legal Aid Center, interviewed on 23 January 2012, Ramallah

- Mr. Iyad Riyahi, PNGO Coordination Committee Member, interviewed on 24 January 2012, Ramallah

- Mr. Jamal Zaqqout, Advisor for the Prime Minister, Media and Civil Society, interviewed on 29 January 2012, Ramallah

- Mr. Khaled Nabris, NGO and Community Development Expert, interviewed on 24 January 2012, Ramallah

- Dr. Mamdouh Aker, Commissioner General, The Independent Commission for Human Rights, interviewed on 4 February 2012, Ramallah

- Mr. Mazen Sunnokrot, Ex-Minister of National Economy, President of Sinnokrot Group, interviewed on 29 January 2012, Ramallah

- Dr. Nader Said, Director, Awrad, Arab World for Research & Development, interviewed on 26 January 2012, Ramallah

- Ms. Ohoud Inayeh, Project Manager, Municipal Development and Lending Fund, interviewed on 30 January 2012, Al-Bireh

- Mr. Qais Abdel Karim, Chairman of Social Affairs Committee, Palestinian Legislative Council, interviewed on 9 February 2012, Al-Bireh

- Dr. Rana Khatib, Director of Planning and Policies, Welfare Association, interviewed on 25 January 2012, Ramallah

- Mr. Rani Daoud, Technical Advisor for Local Governance Program, GIZ, interviewed on 25 January 2012, Al-Birah

- Dr. Reem Musleh, Community Development and Environment Expert, interviewed on 2 February 2012, Ramallah

- Dr. Sabri Sadam, Advisor to the President, interviewed on 25 January

2012, Al-Birah

- Mr. Sami Khader, Director, MAAN Development Center, interviewed on 30 January 2012, Ramallah

- Mr. Samir Baraghithi, Treasurer, Union of Charitable Societies, interviewed on 4 February 2012, Ramallah

- Dr. Tawfiq Budeiri, Assistant Deputy Minister for Planning, Ministry Of Local Government, interviewed on 25 January 2012, Al-Birah

- Ms. Zahira Kamal, General Director, Palestinian Women Research and Documentation Center, interviewed 22 January, 2012, Al-Bireh

- Mr. Zakaria Audeh. Executive Director, Civic Coalition for Defending the Palestinians' Rights in Jerusalem (CCDPRJ), interviewed on 25 January 2012, Ramallah

Central Workshop Participants, Gaza

- Abd El Aziz Abu El Qaraya, Palestinian Red Crescent Society

- Ali Abu Shahla, Business man

- Reem Abu Jaber, Qattan Foundation

- Naeam El Ghalban, El Wedad Society for Community Rehabilitation

- Nihal El Ashi, Right to live Society

- Imad Abu Dyyah, Tami Training & Management Institute

- Hossam El Nono, Gaza Community Mental Health Program

- Rami El Agha, Jawwal Company

- Arslan El Agha, Society for Care of the Handicapped in the Gaza Strip

- Amjad El Shawa, The Palestinian NGO Network

- Omar Shaban, Palthink

- Massoud Qishta, Palestinian Center for Organic Agriculture

- Amal Syam, Women's Affairs Center

- Mahamed El Bakari, Union of Agricultural work

- Jaber Qudeh, Ma'an Development Center

- Ismail El Alami, Palestinian Office for Development & Education

- Neam Kabaja, Atfaluna for Deaf Children

- Halim Halabi, DAI

- Ahmad El Sourani, Agricultural Development Association

- Nabil Abu Mealeq, Businessmen Association

- Dr. Mokhamer Abu Saeda, Al Azhar University

- Hussen Mansour, Jabalia Rehabilitation Society

Government Agencies Consulted

- Estephan Salameh, Ministry of Planning & Administrative Development (MOPAD), West Bank

- Mohamad Daraghmeh, Ministry of Culture, West Bank

- Ihab Salim, Ministry of Agriculture, West Bank

- Abed Alnasser Alqaryouti, Ministry of Youth & Sport, West Bank

- Hazem Al Shunnar, Ministry of National Economy, West Bank

- Suhair Kasem, Ministry of Education & Higher Education, West Bank

- Omar Suhweel, Ministy of Telecommunication & Information Technology, West Bank

- Faridah Jayosi, Ministry of Transportation, West Bank

- Jafwah Boolasi , Ministry of Women's Affairs, West Bank

- Samer Sharqawi, Ministry of Justice, West Bank

- Asef Said (Ministry of Labor, West Bank

- Amin Assi, Ministry of Women's Affairs, West Bank

- Hussein Mujahed, Ministry of Social Affairs, West Bank

- Wahed Juma'ah, Ministry of the Interior, West Bank

- Amjad Abu Shamleh, Ministry of Interior, West Bank

- Mohammed Abu Jamea, Ministry of Foreign Affairs, West Bank

- Afif Essaid, Ministry of Public Works & Housing, West Bank

- Mohamed Fawzi, Ministry of Tourism & Antiquities, West Bank

Gaza:

- Dr. Mohammed Al Madhoun, Minister of Youth and Sports

- Eng.Rafeek Mikki, Gaza City Mayor

- Mr. Ahmad Kurd, Minister of Social Affairs, Gaza Government

Private Sector Representatives Consulted

- Ali Muhanna, FPCCIA

- Adnan Abu Al Hommos, PADICO

- Ibrahim An Najjar, Paltrade

- Manal Sa'ad, PSC

- Odeh Shihadeh, PFI

Donor Agencies Consulted

- Jumana Abu Zayyad, Netherlands Representative office to the PA

- Ghada Harami, Diakonia

- Basima Adawin, EU

- Beatric Bendeman, EU

- Alicia Burker, OCHA-oPt

- Hani Tahhan, AFD

- Martine Zather, AFD

- Samer Farah, Welfare, West Bank

- Fida Shafi, Care Institute

- Ayman Shanti, Care Institute

- Mahmoud Amro, Islamic Relief, West Bank

- Rima Tadros, Norwegian Representative Office

- Genia Raad, Belgian Consulate

Annex B- Monitoring and Evaluation Plan

(Draft)

Strategic Objective no. 1.0: Secured and adequate financial resources for NGOs						
Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
1.1	Established formal dialogue mechanisms between NGOs and donors.	NGOs Networks quarterly and annual administrative reports; major donors publications and websites; attendance records and minutes of meetings. Baseline survey	Documents and websites review, disaggregated by, type of meeting/ gathering, topics discussed, frequency of meeting, position of people involved.	quarterly, Baseline survey of existing dialogue mechanisms.	Strategy program coordinator and head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.
1.2	Number and volume of newly established funding sources for NGOs.	NGOs Networks quarterly and annual administrative reports; major donors publications and websites; and Private sector publications. Baseline survey.	Documents and websites review, disaggregated by, type of funding, volume, target funding sector, duration, eligibility criteria.	quarterly, Baseline survey existing funding mechanisms.	Strategy program coordinator and head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 1.0: Secured and adequate financial resources for NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
1.3	Institutionalized public funding mechanism for NGOs is estab-lished.	NGOS Networks quarterly and annual administrative reports; Government relevant decrees. Baseline survey.	Documents and websites review, disaggregated by, type of funding, volume, target funding sector, duration, eligibility criteria.	quarterly, Baseline survey of existing Public sector funding mechanisms.	Strategy program coordinator and head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.
1.4	At least 25% of NGO resources are coming from national/Pales-tinian funding sources.	Annual financial and administrative audit reports of NGOs members of the networks. Baseline survey.	Documents review, disaggregates by source of fund, volume , duration and sector of support.	Annually. Baseline survey of NGOs resources coming from national/ Palestinian sources.	Strategy program coordinator. Head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 1.0: Secured and adequate financial resources for NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
1.5	At least 50% increasing incidence of volunteerism towards NGO work, especially among the youth.	Annual financial and administrative audit reports of NGOs members of the networks. Baseline survey.	Documents review, disaggregates by number of youth, gender, duration and sector of volunteerism.	Annually. Baseline survey of incidence of volunteerism towards NGO work.	Strategy program coordinator and Head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.
1.6	Number of new projects implemented by PNGOS in partnership with INGOs and percentage of funds that goes to local NGOs from these partnerships.	NGOs Networks quarterly and annual administrative reports; major donors publications and websites. Success stories published.	Documents review, disaggregated by number of projects, size of funds received, sector priority area covered, duration.	Annually	Strategy program coordinator and Head of SO1 sub-committee with assistance from volunteer members of participating NGOs.	

Strategic Objective no. 1.0: Secured and adequate financial resources for NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
1.7	Number of new joint implementation and program/ projects partnerships among NGOs.	NGOs Networks members quarterly and annual administrative reports. Success stories published.	Documents review, disaggregated by number of partnerships, area of cooperation, duration, beneficiaries reached, cost effectiveness analysis.	Annually	Strategy program coordinator and Head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	
1.8	At least 25% of NGO resources are coming from self-financing and social enterprise programs.	NGOs Networks members annual audited financial reports. Baseline survey.	Documents and websites review, disaggregated by, type of funding, volume, duration.	Semi-annually	Strategy program coordinator and Head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 1.0: Secured and adequate financial resources for NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
1.9	Existence of Social security system for NGOs employees.	Membership agreements between NGOs and the established social security system. Subscription agreements of individual NGOs employees in the established social security system.	Documents review, survey of subscribed NGOs and individual employees.	Annually	Strategy program coordinator and Head of SO1 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	

Strategic Objective no. 2.0: More effective, accountable and transparent NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
2.1	Presence of a functional, disclosure system that encourages NGOs to rate their compliance with the NGO Code of Conduct and publish the result publicly	Published disclosure system. Published disclosure results by NGOs.	Review of the published disclosure system. Survey of number of NGOs used the system disaggregated by type of NGO, size, location and sectoral area of focus. Survey of NGOs who are not willing to use the system disaggregated by the reasons.	quarterly after publishing the disclosure system	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs.	
2.2	% annual increase in the number of NGOs that are complying with the NGO cod of conduct.	Signed code of conduct by new NGOs. Records of NGOs already signed the code of conduct. Annually published disclosure results by NGOs signed the code of conduct.	Comparative review of the signed code of conduct by new NGOs and old ones. Comparative compliance progress analysis of the annual published disclosure results by the NGOs	quarterly for the new signatories of code of conduct and annually for the published disclosure results by NGOs	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs.	

Strategic Objective no. 2.0: More effective, accountable and transparent NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
2.3	The government recognizes the disclosure system and makes disclosure a requirement for NGOs.	Government published relevant decrees. Government records of NGOs who are complying with the requirement of the disclosure system.	Documents review, disaggregated by number of NGOs, location and sectoral field of expertise.	quarterly after publishing the disclosure system.	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs.	
2.4	% annual increase in the incidence of networking among NGOs.	Annual administrative audit reports of NGOs members of the networks. Baseline survey and annual Networking survey results.	Documents review, annual survey results of networking incidence among NGOs, disaggregated by number, theme of networking, parties involved and results achieved.	Annually for the networking survey and a baseline networking survey.	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 2.0: More effective, accountable and transparent NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
2.5	% annual increase in cooperation incidence among NGO networks and consortia.	Annual administrative audit reports of NGOs members of the networks. Baseline survey and annual Networking survey results.	Documents review, annual survey results of networking incidence among NGO Networks, disaggregated by number, theme of networking, parties involved and results achieved.	Annually for the networking survey and a baseline networking survey.	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.
2.6	% annual increase in cooperation and engagement incidences of Palestinian NGOs and NGO networks with Arab and International NGOs and networks.	Annual administrative audit reports of NGOs members of the networks. Baseline survey and annual Networking survey results.	Documents review, annual survey results of networking incidence among NGO Networks and Arab and International NGOs, disaggaregated by number, theme of networking, parties involved and results achieved.	Annually for the networking survey and a baseline networking survey	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 2.0: More effective, accountable and transparent NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
2.7	% annual improvement of public perception of NGOs.	Baseline public perception of NGOs survey results and annual public perception of NGOs results.	Comparative analysis of the annual public perception of NGOs results.	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Strategy program coordinator and head of SO2 sub-committee with assistance from volunteer members of participating NGOs. Out source for conducting the baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 3.0: Improved access to quality services that are responsive to the needs of the community provided by government and the NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
3.1	% annual increase of incidence were beneficiaries are actively participating in planning, implementing, monitoring and evaluating the programs and services provided to them by NGOs.	Survey results of NGOs annual beneficiary participation level.	Annual beneficiaries participation survey, disaggregated by project, number of beneficiaries involved, gender, type of participation and frequency. Baseline beneficiary participation survey.	Baseline and annually surveys.	Strategy program coordinator and head of SO3 sub-committee with assistance from volunteer members of participating NGOs. Out source for baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.
3.2	% annual increase of level of satisfaction with services provided by NGOs among beneficiaries,	Survey results of NGOs annual beneficiary satisfaction with NGOs services.	Annual beneficiaries satisfaction survey, disaggregated by service type/ sector, location, beneficiary gender and frequency. Baseline beneficiary satisfaction survey.	Baseline and annually surveys.	Strategy program coordinator and head of SO3 sub-committee with assistance from volunteer members of participating NGOs. Out source for baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 3.0: Improved access to quality services that are responsive to the needs of the community provided by government and the NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
3.3	% annual increase of number of beneficiaries served by NGOs.	Survey results of annual NGOs beneficiary count.	Annual NGOs beneficiaries count survey, disaggregated by number, gender, type of service received, location. Baseline of NGOs beneficiary count and type of services received.	Baseline and annually surveys	Strategy program coordinator and head of SO3 sub-committee with assistance from volunteer members of participating NGOs. Out source for baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.
3.4	% annual increase in number of beneficiaries who for the first time served by NGOs.	Survey results of annual NGOs new beneficiaries count.	Annual NGOs new beneficiaries count survey, disaggregated by number, gender, type of service received, location.	Annually	Strategy program coordinator and head of SO3 sub-committee with assistance from volunteer members of participating NGOs.	

Strategic Objective no. 3.0: Improved access to quality services that are responsive to the needs of the community provided by government and the NGOs

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
3.5	% annual increase in the quality level of services delivered by the government as a result of effective monitoring and advocacy of NGOs/CSOs.	perception survey of public regarding the quality of government services. NGO/CSO documentation of monitoring and advocacy efforts towards improving public services.	Annual public perception of government services, disaggregated by type of services and degree of satisfaction of quality of services. NGOs monitoring and advocacy documents review and comparative analysis with the survey results.	Baseline and annually surveys	Strategy program coordinator and head of SO3 sub-committee with assistance from volunteer members of participating NGOs. Out source for baseline survey.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 4.0: Streamlined and effective relationships between the NGO Sector and Palestinian Development Partners

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
4.1	Existence of appropriate legal framework and clear streamlined procedures that regulate the relationship between NGOs and the public sector.	NGOs law and secondary laws, relevant cabinet and presidential decrees, NGOs network advocacy documents relevant to relationship with government, success stories of NGOs and public sector partnerships, MoUs signed between NGOs and relevant ministries.	Documents review, position papers formulation.	quarterly	Steering committee, Strategy program coordinator and head of SO4 sub-committee with assistance from volunteer members of participating NGOs.	
4.2	% of increased incidence of cooperation, coordination and joint implementation of activities between NGOs and LGUs.	Survey results of annual incidences of cooperation between NGOs and LGUs.	Baseline survey and annual survey of incidences of cooperation among NGOs and LGUs, disaggregated by NGOs, LGUs, projects, programs and type of coordination.	Baseline and annual surveys	Strategy program coordinator and head of SO4 sub-committee with assistance from volunteer members of participating NGOs.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 4.0: Streamlined and effective relationships between the NGO Sector and Palestinian Development Partners

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
4.3	% of increased number of collaborative projects and activities between NGOs and other stakeholders.	Survey results of annual incidences of cooperation between NGOs and other stakeholders.	Baseline survey and annual survey of incidences of cooperation among NGOs and other stakeholders , disaggregated by NGOs, stakeholder, projects, programs and type of coordination.	Baseline and annual surveys.	Strategy program coordinator and head of SO4 sub-committee with assistance from volunteer members of participating NGOs.	Baseline to be conducted in the first quarter of strategy implementation.

Strategic Objective no. 5.0: More effective engagement of NGOs in the process of national liberation and democratization

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
5.1	Number of NGOs and volume of its engagement in the process of national libration and democratization.	NGOs Networks quarterly and annual administrative reports. Survey results of NGOs projects and programs geared towards national libration and democratization.	Documents review and Survey of NGOs activities, projects and programs geared towards national libration and democratization, disaggregated by NGO, location , type of intervention and results achieved.	Annually	Strategy program coordinator and head of SO5 sub-committee with assistance from volunteer members of participating NGOs.	
5.2	Number of NGOs and their initiated incidents of involvement in promoting democracy and reconciliation within the community.	NGOs Networks quarterly and annual administrative reports. Survey results of NGOs projects and programs geared towards promoting democracy and national reconciliation.	Documents review and Survey of NGOs activities, projects and programs geared towards promoting democracy and national reconciliation, disaggregated by NGO, location , type of intervention and results achieved.	Annually	Strategy program coordinator and head of SO5 sub-committee with assistance from volunteer members of participating NGOs.	

Strategic Objective no. 5.0: More effective engagement of NGOs in the process of national liberation and democratization

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
5.3	Number of NGOs and their initiated incidents of involvement in promoting and defending Palestinian human rights.	NGOs Networks quarterly and annual administrative reports. Survey results of NGOs projects and programs geared towards promoting and defending Palestinian Human rights.	Documents review and Survey of NGOs activities, projects and programs geared towards promoting and defending Palestinian human rights, disaggregated by NGO, location, type of intervention and results achieved.	Annually	Strategy program coordinator and head of SO5 sub-committee with assistance from volunteer members of participating NGOs.	
5.4	Number and volume of campaigns organized annually by NGOs against Israeli occupation with popular support locally and internationally.	NGOs Networks quarterly and annual administrative reports. Survey results of NGOs popular campaigns against Israeli occupation.	Baseline and annual survey for measuring people's awarness of their rights, disaggregated by gender, age group, location, rights.	Annually	Strategy program coordinator and head of SO5 sub-committee with assistance from volunteer members of participating NGOs.	

Strategic Objective no. 5.0: More effective engagement of NGOs in the process of national liberation and democratization

Ref. No	Indicator	Data Source	Data Collection Method/Approach and Disaggregates	Frequncy of Data Collection	Responsible for Data collection	Baseline
5.5	% of increased people's awareness of their rights.	Baseline and annual survey results of measuring people's awareness of their rights.	Documents review, disaggregates by number of youth, gender , duration and sector of volunteerism.	Annually	Strategy program coordinator and head of SO5 sub-committee with assistance from volunteer members of participating NGOs. Outsource for conducting the baseline and the annual survey.	Baseline to be conducted in the first quarter of strategy implementation.

Annex C - Sustainability of Oversight and Implementation Mechanism

The perception of Strategic Framework (SF) is that it is an empowering process, focusing on increased and effective NGOs participation in the development of Palestine and the evolvement of substantially mature and strong NGO sector. It is important in this respect, and throughout implementation, to emphasize that the ownership of the SF should lie primarily with the NGO sector itself, supported by NDC and other agents. Equally essential is that the proposed oversight and implementation mechanism needs to be credible, operational, and most importantly sustainable. To this end, a set of mutually dependent interventions need to be in place to ensure its sustainability. The major components of which can be outlined in the following:

- **Institutional Sustainability:**

There are two issues involved. The first is related to the umbrella networks' (and their respective members') ability and capacity to assume full responsibility for implementing the SF (which in fact is the ultimate goal). The second is related to the willingness and capacity of NDC, in particular, and other entities, in general, to pursue and sustain their support to the NGOs as related to the implementation of the SF. Eventually, the whole responsibility for the Oversight and Implementation mechanism should be instituted in the structures of the participating networks and NGOs/CBOs. This requires developing/instituting structures and procedures that are simple, flexible, efficient and responsive.

Often, newly introduced structures are met with skepticism and resistance. Hence, it is essential to utilize existing (successful) structures, building upon and strengthening them, and to refrain as much as possible from introducing new ones. The Steering Committee that was established to guide and oversee the preparation of SC is a good starting point for the formation of the proposed Oversight Committee (OC), to be augmented by the heads of the sub-committees as suggested. The NDC through the Secretariat would provide the needed support to develop participatory and interactive atmosphere and an appropriate setting for dialogue, consensus building, and decision making.

In order to strengthen the commitment of the partnering umbrella networks and to enhance their sense of ownership of the SF, it is suggested that the sub-committees to be hosted by the umbrella networks. That is, the responsibility to lead each of the sub-committees would lie in one selected member organization of the respective hosting network. Likewise, the coordinator of the sub-committee needs to be hosted by the respective network. Ultimately, the coordinators should become permanently incorporated in the structure of the administrative units of the networks. By this, institutional capacity

and, hence, commitment of the umbrella networks would be enhanced.

As such, the NDC needs to provide assistance to the sub-committees to ensure:

• Sharing of information is done freely and broadly,

• Drawing on the inherent possibilities of collaboration among the NGOs,

• Bringing forth consensus (or making it clear in some cases that none exists),

• Setting the stage for action planning and collaboration that may be able to resolve former conflicts and/or competitions, which previously might have paralyzed joint action,

• Active involvement of the participating NGOs/CSOs and the most significant stakeholders in identifying priority interventions, and deciding on implementation modalities.

Accordingly, capacity building in participatory/democratic management need to be provided (probably, by NDC).

Further, and in order to promote widest participation possible, the sub-committees (together with the OC and NDC) need to develop an effective communication strategy to mobilize NGOs/CBOs, networks and other institutions to align their programs/projects according to the SF. The sub-committees need to promote more coordination, collaboration and partnerships among NGOs/CBOs and between them and the private and public sector institutions. Individual NGOs/CBOs need to be encouraged to harness the competencies and resources of other stakeholders to complement their own. Networking and partnership building are considered to be key strategies to achieve efficiency and effectiveness and to maximize the utilization of scant resources. Thus, efforts of NGOs/CBOs to establish local partnerships and dialogues need to be supported, probably by NDC and the donors.

Instituting an appropriate M&E system is another element that is essential to the institutional sustainability of the SF process. Surely, establishing a full-fledged information system (MIS) could be very burdensome and expensive. The suggestion is to build upon the existing MIS at the NDC and to expand it incrementally (over 2-4 years), should adequate resources be available. Realistically, the M&E would rely in the first years on semi-annual/annual qualitative assessments of the established indicators, until the MIS system is tested and operational

The NDC is expected to play a major role in supporting the establishing and instituting of the proposed implementation and M&E mechanisms. The NDC needs to appoint/recruit at least one senior coordinator to lead the work of the Secretariat. In addition, the NDC (in dialogue with its donor partners) needs to revisit its priorities and work plans for the coming year(s) to render them more responsive to these institutional challenges and needs.

- **Economic Sustainability:**

Generally, it is the responsibility of the networks and their respective members to raise funds to implement program/projects within the frame of the SF. Obviously, some components of the SF are already being implemented by the various networks and/or member NGOs/CBOs. Some other components can be easily supported by the NDC through existing programs. The NDC, together with the OC and the sub-committees, need to lobby with donor agencies to provide financial support to the unfunded components.

A critical component of sustainability, however, is that the proposed Oversight and Implementation mechanism, as well as, the M&E system need to be financed from a reliable source(s) of funds, ultimately through local/self-financing. Clearly, there is a need to provide some seed money to facilitate establishing and operating the proposed systems and mechanisms, at least for the first year. As a minimum, one senior coordinator (NDC/Secretariat), three coordinators in the West Bank and two coordinators in Gaza (networks/sub-committees) would be needed. Some other financial resources need to be made available, as well, to facilitate the work of the Oversight Committee and the sub-committees and to develop the necessary procedures, to perform some basic studies and assessments, to collect baseline information, developing communication strategy, etc. Minimum financial resources of $160,000 - $200,000 would be needed annually.

It is crucial that in due course the financial responsibility for the proposed structure should be taken over by the participating umbrella networks (and their members). The following is a suggested incremental phase-over model for the financial responsibility of the oversight and implementation of the SF process to the networks:

Financial Responsibility of the Networks	Year One	Year Two	Year Three	Year Four	Year Five
	0%	10%	35%	65%	100%

In this model, it is assumed that the networks (and their members) will not be able to contribute any funds to cover the required start-up and operational costs for the first year. Thus, external sources to cover these need to be secured (probably from NDC, should that amount be available utilizing budget line items of existing programs/projects). Otherwise, NDC can negotiate with its donor partners either to release/reallocate some resources from existing programs, or to request additional funding for this purpose. A third option could be to cultivate new sources to cover these costs. In any case, a realistic financing strategy demonstrating the willingness and commitment of the networks to take over the financial responsibility for the Implementation and Oversight structure within 4-5 years needs to be developed. Such strategy should include a financing policy that explicitly portrays the networks' intention to reduce their dependency on external funding along the lines of the proposed phase over model (or any other appropriate one). Further, the strategy should convincingly outline the option or a combination of options that would be pursued in order to secure sustained financial support within the five-years framework of the SF. This would entail investigating and assessing the various financing possibilities (or a combination of which) and identifying approaches to realize each one of them. Some of the financing options are:

• Raising the network membership fees

• Contributions from member NGOs as a percentage of annual revenues

• Establishing income generating projects/social enterprise

• Local fundraising (from individuals/businesses)

• Public financing (from the Government)

• Instituting Corporate Social Responsibility

• Establishing Endowment Funds

• Advocate with donors to include admin/overhead costs as part of their financial assistance to the NGOs

• Fundraising from existing sources

• Tapping new funding sources (e.g., Arab Funds)

- **Behavioral Sustainability:**

This is related to the ability and possibility of applying skills and experiences acquired by the different persons and institutions participating in the SF. Generally, the NGO sector is composed of organizations that are narrowly focused on delivering specific type of services/programs. To have more impact, networks and their respective member NGOs/CBOs have to develop their own resources and capabilities collectively, utilizing the comparative advantage and expertise of each in order to establish a more equitable and sustainable development process that is genuinely controlled by the local community. Establishment of constructive relationships among the NGOs/CBOs and between them and other development partners, in a fair and equal manner and in terms of both economic capacity and political power, should be a guiding principle all through the implementation of the SF. To this end, participatory approaches and techniques need to be promoted, enabling NGOs/CBOs and networks to undertake joint-planning, consultative/transparent decision-making and steering/control of the implementation process, through which, they can make informed commitments. Co-learning and mutual support is basic to such involvement, and to institutional building and capacity enhancement, in general. The learning process that occurs as joint activities are implemented and evaluated shall bring new insights and lessons to all parties involved. Such "social learning" that would be generated and internalized during the participatory planning, implementation, and monitoring of activities will surely enhance their sense of ownership and inclusion, improve governance practices (accountability and transparency), and, hence, will strengthen their credibility in the community. Yet, participation is not only important for building capacities of NGOs/CBOs, but it is key to enable the implementation of the various components of the SF. In a context of limited NGOs/CBOs financial resources, participation and contributions of all sectors of the society are important to successful implementation of the SF.

Moreover, active information exchange is a small but effective measure of sustainability. Appropriate platforms and processes need to be instituted that would encourage NGOs/CBOs to share their experiences, tools and other information resources in order to minimize duplication of efforts, to increase innovation and to create greater efficiency. Promoting and expanding Masader portal can be one significant platform in this respect.

In addition, the social context needs to be primed. Concerns about the loss of the spirit of volunteerism as a result of the proliferation of paid volunteer work can be quite detrimental to the sustainability of SF. As such, NGOs/CBOs need to constantly and actively harness this vast potential pool of human resources.

Clearly, promoting compliance to the Code of Conduct will be critically instrumental in enhancing behavioral sustainability of the SF process.

- **Environmental Sustainability:**

This is related to the ability of the SF process to establish credibility and acceptance within the NGOs/CBOs, among their development partners, and within the community at large. The relevance of the SF can be primarily sustained if a dynamic link between the NGOs/CBOs and the community is established. Relating with the community will surely increase the legitimacy of NGOs/CBOs' work. Constantly producing quality outputs that are sensitive and responsive to the needs of the community, coupled with innovative approaches to addressing these needs, will enhance their credibility and can ensure a sustained flow of resources and support.

Equally important is establishing the credibility and acceptance of the proposed oversight and implementation structure, especially, the OC and the sub-committees. First of all, it is important that both the OC and individual sub-committees prove themselves to their constituency, the NGOs/CBOs and their networks, as being "relevant, essential, and trustworthy" bodies that cater for their needs, advocate for their concerns, facilitate and support their work, and lobby for their rights. Otherwise, they would be perceived as just burdensome and redundant bodies or at the best just another unnecessary bureaucratic level created by the NDC (or donors) that they need to tolerate. Correspondingly, the OC and the sub-committees need to be careful not to be conceived by the networks as new competitors that pose a threat for them, trying to take over their work or to replace them.

By the same token, it is essential for the OC and the various sub-committees to establish themselves as reliable and credible counterparts to their partners in the public and private sectors, and with the donor community, as well.

Certainly, respecting and employing transparent and accountable governance practices in all their decisions and actions are vital to build up their credibility and acceptance. Additionally, establishing an efficient M&E system is as important in order to foster their transparency and accountability, and in turn their credibility and acceptance. Such a M&E system when in place would be vital in providing information for timely decision making and in improving overall management of the SF process. It will be also instrumental in fundraising and in the dialogue with the Government and the donors, alike. It will be also helpful in assessing development effectiveness and in demonstrating results, and by that establishing the credibility and acceptance of the SF.

- **Policy Level Sustainability:**

Perhaps one of the most important issues related to the sustainability of SF is establishing and promoting policies that enhance institutionalization of structures, processes, regulations and laws related to the SF process. Efforts should be made to encourage networks and their respective member NGOs/ CBOs and the NDC to tune their programs/projects and interventions along the lines of the SF. Similarly, the NDC together with the partner networks needs to lobby for governmental endorsement and backing of the SF. To achieve this, one option could be to pursue governmental support through the Prime Ministry by utilizing and drawing on the MOU that has been signed between the Government, represented by the Prime Minister, and representatives of the NGO networks. Another option could be to cultivate and build upon the already established dialogue with MoPAD and other ministries during the formulation of the SF, in order to solicit their support and to lobby for the incorporation of the SF in the national development plans. Concurrently, the NDC together with its partner network need to lobby for the adoption of the SF by the donor community and to align their funding policies accordingly. The endorsement of the Government/MoPAD of the SF would surely strengthen the networks' position in their dialogue with the donors and international development agencies and NGOs.