

A decorative graphic on the left side of the page consisting of a vertical purple bar, a vertical grey bar overlapping it, and a horizontal black bar crossing both.

Strategic Plan YWCA Palestine

2004-2007

*YWCA of Palestine
P.O. Box 20044, Jerusalem
Tel: (972 2) 628 2593, 628 2087
Fax: (972 2) 628 4654
Email: ywca@ywca-palestine.org*

Table of Contents

I. Acknowledgements	3
II. Introduction by the National President and General Secretary.	4
III. Executive Summary	5
IV. Organization History and Profile	6
V. Methodology for Strategic Planning Initiative	8
VI. Vision and Mission Statement	10
VII. Values and Principles	11
VIII. Analysis of Internal and External Environment: Full SWOT Analysis	12
IX. Strategic Issues and Core Strategies	24
X. Program Goals and Objectives (The Matrix)	27
XI. Management/Operational Goals and Objectives	27
XII. Appendices	28
a) Strategic Planning Matrix.	28
b) List of team members and participants.	35

I. Acknowledgments

The YWCA of Palestine acknowledges with great appreciation the contributions made by all participants in this process and in the development of this document. In this regard, we would like to mention: all staff members of the three YWCA branches in Jerusalem, Ramallah and Jericho; our staff in the Refugee Camp Centers; teachers of the Vocational Training Center in Jerusalem and Ramallah; members of the Board of directors of Jerusalem, Ramallah and Jericho; members of the General Assembly and National Council; ex- National Council members, as well as, ex- executive staff members of the YWCA of Palestine.

We extend our heartfelt thanks and appreciation to the consultants Sami Khader and Meg Audette, who assisted in the design and facilitation of the Strategic Planning process, planned and facilitated the workshops, and the preparation of this document.

Special thanks also go to Dr. Waleed Namour, director of the Center of Continued Education of Birzeit University, and to the Ford Foundation who genuinely believed in the importance of this process and provided a major financial contribution towards it.

II. Introduction by the National President

In 1999, I felt personally challenged when the National Council endorsed the idea of starting a long process of strategic planning. We all saw that the first step towards contributing to the effectiveness and growth of the association will be to work on formulating a strategic plan which should guide the direction, programs and structure of the organization. Collectively, and with broad participation of community members, we formulated our strategic plan for the years 2001-2003.

At the end of 2003, we started asking ourselves the difficult questions: how relevant and helpful was this strategic plan? Did we achieve it? Why, or why not? Did it make a difference? What impact did this have on our programs, funding, relationships and stakeholders. It did not take long for us to realize again that strategic planning and strategic thinking is not only an ongoing process, but a cumulative process as well.

Today, and as we build on our previous strategic plan for 2004-2007, we are proud of our achievements and more importantly for striking a balance between managing a process of organizational growth and responding to the new emerging emergency, relief and service needs within the communities we work in. We have expanded some programs, replicated others in more branches, started new programs, yet the number of our staff has not grown that much. Despite the limited number of staff we have, we were able to have substantial achievements. The YWCA continues to be a reveling voluntary organization, nurturing the spirit of voluntarism. It is to these YWCA staff and volunteers that we dedicate this strategic plan.

We continue to be challenged with our mission again. Clearly, our focus on Advocacy and Peace Building has surfaced in this plan, and this is not coincidental. We are committed to building a better future for our youth and children, yet we realize that through collective efforts and partnerships we can have a better program.

As a women organization, we continue to be committed to women empowerment and enhancement, and ensuring gender. Our commitment to building community ownership for our programs is equally important for us.

We will continue to join efforts with the local, regional and international non-governmental organizations and networks, as well as other YWCA's around the world to strengthen the role of our civil society in building this dream.

Our vision is “a free, peaceful, and democratic Palestine based on social justice, pluralism, collective respect and observation of human rights, acceptance and celebration of cultural diversity, and equity for all”. We call on all our partners and donors to help us realize this dream for without Peace there will be no Development, and without Development we will not achieve Peace.

III. Executive Summary

The YWCA of Palestine has a long history of serving women and youth. Throughout periods of social unrest, war, and occupation, the YWCA has been a constant, guiding presence in the lives of its members, and has passionately advocated nationally and internationally for the individual and national rights on behalf of Palestinian women.

The YWCA has as its vision that it envisions a free, peaceful, democratic Palestinian society based on social justice, respect for human rights, pluralism, celebration of cultural diversity, gender equity, and sustainable development. Internally, the YWCA views itself as an organization offering quality non-traditional vocational training programs in a culture emphasizing the capabilities of women and communities. It encourages the participation of youth in decision making as is evident in its dynamic board with greater representation of youth. The mission of the organization is: *“The YWCA of Palestine is a non-governmental organization affiliated with the world-wide YWCA network. It aims to empower Palestinian women and improve their status through enhancing the accessibility of educational and cultural activities, creating and developing their economic opportunities, and raising women’s awareness and advocating for their individual and national rights. As an organization it constantly strives to develop the body, mind, and soul of its staff, volunteers, and beneficiaries so that they attain equality and become active participants in the creation of a free, democratic Palestinian society.”*

The YWCA stands at a crossroad. Affected by recent events such as the Al Aqsa Intifada and the emigration of Christian Palestinians in record numbers, the YWCA must respond by enhancing its already strong capability and looking strategically at its areas of intervention and the scopes of work of its branches. Through Strategic Planning the YWCA hopes to assess its strengths and ways to further utilize them, identify areas of devise strategies to deal with them, and to examine the possible opportunities and threats that face the organization from external factors.

Through a participatory strategic planning process involving two sessions and numerous meetings and correspondences with key figures, the consultants have assessed the situation both within and outside YWCA, and have identified the following four goals for the period of 2004-2007:

- Enhance the accessibility to educational, cultural, and recreational activities.
- Create and develop women’s economic opportunities.
- Raise women’s awareness and advocate their individual and national rights at the community, national, and international level.
- Develop the capacity of the organization so that it can effectively, efficiently, and sustainably serve its target groups and communities.

Based on these goals, the consultants have designed a strategic planning matrix to enable staff to plan for each activity to be undertaken within this strategic framework.

IV. Organization History and Profile

The history of the YWCA of Palestine has been closely linked with the history of Palestine, and has been affected by the tumultuous events of the whole region.

Like a solid rock, the YWCA has withstood all political storms by shaping and molding itself to comply with the needs of the people, always at the service of women and the community.

As early as 1893, informal groups of Christian women were meeting in Jaffa and Jerusalem as YWCA groups. In 1918, the YWCA of Palestine was established in Jerusalem, and from 1918 to 1928 the work was under the auspices of the World affiliated National Council of the YWCA of Egypt. From 1930 to 1948, the YWCA of Palestine took an active role as an affiliated national association in the World YWCA, with nine branches throughout the country.

1948 was a turning point in the history of Palestine, its people and the YWCA, as a result of the war between Israel and the Arab States, the creation of the State of Israel, and the sub-sequent uprooting of the Palestinians. The activities of the YWCA came to a complete halt until former members then living in Amman Jordan, and in East Jerusalem decided to resume YWCA work in order to meet the arising needs of their communities. With the support of the World YWCA, which was one of the first NGOs to provide services for the Palestinian refugees, and before UNRWA services were established, the YWCA established the Women's Training Centre and Preschool in the Aqabet Jaber Refugee Camp.

To further consolidate and extend this work, the YWCA of Jordan was formed in 1951, with branches and centers in the Refugee Camps on both the East and West Banks of the Jordan River. It was affiliated with the World YWCA in 1959 as the YWCA of Jordan.

With the occupation of the West Bank in 1967, the YWCA faced new challenges. Its programs reached out to more women and children in the Refugee Camps. UNRWA then provided premises for the YWCA to establish pre-schools in the Kalandia and Jalazon Refugee Camps, which were later expanded to accommodate women's activities.

As a women's movement it shared responsibility with other women's organizations to provide services, which are normally the responsibility of a National Government. Special committees like the Human Rights Committee were formed to meet some of the new challenges, and a variety of youth clubs were established to help in the process of building a new generation that was living under occupation. The vocational school developed its programs, and through the years became one of the most prominent and credible secretarial schools serving the Palestinian community.

In July 1988, Jordan severed its ties with the West Bank, and the Palestine National Council in its meeting on November 15 1988, offered its historic peace initiative and

YWCA Palestine, Strategic Plan

proclaimed the rebirth of the State of Palestine along side the State of Israel. It became imperative for the YWCA in the West Bank to reestablish itself and apply for re-affiliation with the World YWCA as the YWCA of Palestine. Elections in the West Bank branches took place, and the first National Council of Palestine was elected in January 1991, and a delegation chosen to attend the World YWCA Council Meeting in Norway in July 1991, when the affiliation was endorsed.

Throughout the years the YWCA has developed a wide range of programs and projects aimed at empowering women and providing them with educational, cultural, and training opportunities to develop their skills and personalities, and to support them to actively participate in developing themselves, their families and their communities.

Today the YWCA of Palestine offers its different services through its main council and its branches in Jerusalem, Ramallah, and Jericho as well as its two centers in Jalazone and Aqabet Jaber refugee camps.

Current projects of the YWCA include:

- Vocational Training Centers in Jerusalem and Ramallah branches.
- The VTC in Jerusalem branch offers one-year training courses in three fields; Secretary and Office Management, Primary Health Care (with optional specialization in physiotherapy) and Home Economics. The VTC in Ramallah started in 2002 as an extension of the VTC in Jerusalem and offers one-year training program in secretarial and office management. This program allows access to this type of training for students from the Ramallah area in the West Bank who cannot reach Jerusalem due to the mobility restrictions imposed by the Israeli forces.
- Two kindergartens in the Jalazon, and Aqbet Jaber refugee camps.
- A wide range of women and youth training courses in Jericho, Ramallah, and Jerusalem, including computer skills, hair dressing, languages and others.
- A number of non-formal educational and recreational activities for children, youth and women such as the “Child Identity Program” for the youth in Jalazone and Jericho, summer camps, Ballet dance and karate for children in Jerusalem, in addition to sports programs in the newly renovated health facilities in Jerusalem.
- Sewing and embroidery training program and an income-generating project in Ramallah and Jalazon through the making of traditional dolls and hand puppets and other traditional items.
- Food production projects (income generating) in Jerusalem and Jericho were established and have been marketing their products since March 2001.
- A Joint advocacy Initiative with the East Jerusalem YMCA (“Keep Hope Alive”- The Olive Tree Campaign and Al Ard A-Taibeh Campaign).

V. Methodology for Strategic Planning Initiative

The strategic document is the outcome of a participatory strategic planning process carried out with key officials and personnel from all levels of operation, including key figures from the branch boards (Jericho, Jerusalem, and Ramallah), the President of the National Council, the Secretary General, and two past General Secretaries.¹ The consultants conducted a review of the available documents, including the previous strategic plan, the by-laws, the minutes of the board meetings from the past three years, and project documents for existing and new projects. Through a series of workshops, the consultants sought not only to gather the information necessary to produce this document, but also to encourage critical thinking about the current situation of the YWCA, its internal weaknesses and strengths, and the role of the external environment. The workshops themselves were designed to combine strategic planning techniques with training on the planning process itself so that all partners in the process felt a sense of ownership for the final document and saw the plan as a living document that could be effectively utilized for the next three years.

The topics for the workshops were developed through consultation with the National President and the General Secretary, based on their assessment of the priorities in the area of strategic planning. The first workshop involved the Branch Presidents for Jericho, Ramallah, and Jerusalem, the President of the National Council, and the General Secretary, and began with an introduction on strategic planning. The participants then reviewed the strategic document covering 2001 to 2003 in groups, and defined in detail their progress-to-date on the strategies that had been developed. This process and the group discussion that followed provided a framework in which the participants could analyze the strengths that had contributed to their successes and the weaknesses and threats that had caused them to fall short of their targets.

This assessment became the basis for the SWOT Analysis. Each participant was given index cards on which they wrote their ideas for the main internal challenges facing the YWCA. These weaknesses were then organized into clusters of ten separate categories such as “governance,” “membership,” “programs and services,” etc. This clustering process also involved focusing on the specific weaknesses rather than general areas, and participants began to formulate possible strategies to fill the gaps. At the end of the first workshop, all twelve participants said that they felt that they had not only made progress towards the next strategic document, but also had learned more about strategic planning itself.

The second workshop was built on the strong foundation of the first. This workshop brought back together the participants from the first stage, and also included more board representatives and key staff from the branches. The group also benefited from the involvement of two former general secretaries, who provided key insights into the history of the organization. The workshop began with a review of the first gathering,

¹ Please see Appendix B for a full list of participants.

YWCA Palestine, Strategic Plan

including the weaknesses that had been identified and clustered. The participants then divided into groups to review the weaknesses listed under each cluster, and to rank them in order of importance. From this the group then began to formulate strategies for ways to address these individual weaknesses, and to see which they felt were the most detrimental to their work. This turned into a very rich discussion on the identity of the YWCA, and what participants felt defined it as an organization. The participants then continued with the SWOT by brainstorming in groups the areas that they felt were their strengths. The group used worksheets and discussions to define what elements they felt were most important to the mission of the YWCA, and concluded the first day by listing the values, principles, and beliefs that they saw as being fundamental to their work.

The second day of the workshop began with the completion of the SWOT exercise and a discussion of the external environment. Participants worked in teams to identify the opportunities and threats facing the organization. The key points that had been raised in both workshops were used to develop the mission, goals, and critical issues. These were presented to the group so that all participants could give feedback. The rest of the day was then spent on developing and discussing the areas of priority for the next three years, and discussing different strategies that could be used to address the critical issues that had been identified.

The consultants spent the next few weeks reviewing the information that they had received, and using it to expand upon the strategies that had been suggested during the workshop. They also added their own suggestions on how the YWCA could capitalize on its strengths, utilize available opportunities, address its weaknesses, and deal with threats. Throughout this process, the consultants constantly solicited feedback from the leadership of the YWCA to ensure that the strategic plan built upon the strong foundation created by the workshops.

VI. Vision, Mission Statement, Values and Principles

Vision:

External: The YWCA envisions a free, peaceful, Palestinian democratic society based on social justice, respect for human rights, pluralism, celebration of cultural diversity, gender equity, and sustainable development.

Internal: The YWCA views itself as an organization offering quality non-traditional programs in a culture emphasizing the capabilities of women and communities and encouraging participation of youth in decision making, including a dynamic board with greater representation of such youth.

Mission Statement:

The YWCA of Palestine is a non-governmental organization affiliated with the world-wide YWCA network. It aims *to empower Palestinian women and improve their status* through enhancing the accessibility of educational and cultural activities, create and develop their economic opportunities, and raising women's awareness and advocating for their individual and national rights. As an organization it constantly strives to develop the body, mind, and soul of its staff, volunteers, and beneficiaries so that they might become more equal members of society and active participants in the creation of a free, democratic Palestinian society.

VII. Values and Principles

The YWCA is firmly rooted in the Christian faith, and holds the principles of social justice, equality, and democracy to be fundamental human rights. The work and culture of the organization are guided by the following values and beliefs:

- Through both its activities and its organizational philosophy, the YWCA hopes to model harmony, and promote peace and justice.
- It believes that women of all backgrounds and walks of life have the right to self-determination, and advocates the capacity of women to be full and equal participants in their own development.
- The YWCA roots its development initiatives in the priorities set by its community partners and target groups.
- In the rapidly changing modern world, the YWCA seeks to be adaptable, open, and transparent in its dealings both with communities, donors, and beneficiaries.
- The organization shuns discrimination, and promotes democracy and plurality both internally and within its projects.
- The YWCA bases its work on the principles of volunteerism and service to others.
- The organization strives to create lasting partnerships on the basis of similar goals and values both with local communities and international partners so that it might complement the work of others.
- The YWCA celebrates humanity as the core of development, and its main goal.
- The organization advocates human rights, both of individuals and of communities.

The Bible states that others will know Christians by their love. In all things, the YWCA seeks to approach developing the capacities of women with compassion, caring, acceptance, tolerance, and commitment to its goals, in line with its Christian roots.

VIII. Analysis of Internal and External Environment: Full SWOT Analysis

<i>STRENGTHS</i>	<i>WAYS TO CAPITALIZE ON THESE STRENGTHS</i>
Governance	
High commitment from boards and staff to the organization	<ul style="list-style-type: none"> • Continue to involve staff and board in planning, project development, and implementation. • Encourage sense of ownership among the boards and staff through participatory management practices.
Internal democracy and elections every three years (term limitations)	<ul style="list-style-type: none"> • Affirm commitment to by-laws and continue to follow the prescribed practices. • Develop mechanisms to further involve the youth at this level.
Truthfulness, Transparency, Accountability	<ul style="list-style-type: none"> • Ensure transparency through high quality reporting to stakeholders of at levels. • Continue the policy of openness at the community level. • Prepare all paperwork, including registration and licensing.
Distinguished by voluntary work	<ul style="list-style-type: none"> • Implement recommendations listed under “Weaknesses/HRM” to better manage the volunteers.
Distinguished by their principles and values	<ul style="list-style-type: none"> • Clearly articulate values and principles and distribute this information to all constituencies. • Post values, principles, and beliefs in all branches. • Raise the awareness of the new generation about the importance of the organization’s values, principles, and beliefs.
Good relationships between the different layers of the hierarchy (volunteers, staff, board, constituency, etc.)	<ul style="list-style-type: none"> • Involve all layers in planning, implementation, and evaluation of the organization and its programs. • Organize activities and events that bring together the different stakeholders.
Different age groups in the organization—multiple generations working together	<ul style="list-style-type: none"> • Maintain the representation of all ages at all layers of the governance structure. • Create forums in which all ages can express their needs, raise concerns, and develop their own initiatives.
Human Resource Management	
Continuous interest in developing the competencies of the staff	<ul style="list-style-type: none"> • Link pay scale to courses taken by the staff, and allocate funds to assist in paying for professional development • Based on needs assessment, develop a training program for staff.
Systems	
Existence of systems, policies, and regulations at the organizational level	<ul style="list-style-type: none"> • Make better use of existing systems through unifying them for all branches.

YWCA Palestine, Strategic Plan

	<ul style="list-style-type: none"> • Develop complementary systems (please see “Weaknesses: Systems”).
Management Practices	
Mechanisms for exchange of experiences in place	<ul style="list-style-type: none"> • Continue to conduct annual or biannual general meetings with representation from different stakeholders from all branches. • Hold regular staff meetings with staff from all branches.
The organization practices criticism and self-critique	<ul style="list-style-type: none"> • Document all meetings to provide a history of feedback given and actions taken. • Create a suggestion box for each branch, and agree on how these suggestions should be considered and dealt with where appropriate.
The organization encourages participation of different groups and layers in the planning process	<ul style="list-style-type: none"> • Define specifically what forums are involved in the planning, and include all groups of stakeholders planning meetings.
Networking and Public Relations	
Organization has a good reputation	<ul style="list-style-type: none"> • Utilize reputation and contacts to explore new funding opportunities. • Continue providing good quality training programs and services to maintain this strong reputation.
Good relations with international and local organizations.	<ul style="list-style-type: none"> • Enhance involvement with local and international networks (especially within the Arab world)
Only organization which has an observatory status in the UN	<ul style="list-style-type: none"> • Promote this relationship internally, at the local level, nationally, and internationally • Use this role effectively through soliciting feedback on issues from organizations that are not represented directly.
Have international connections and consider themselves the largest NGO in their sector with international affiliation	<ul style="list-style-type: none"> • Use these connections to diversify income • Invite young members from other YWCAs in the network to work as interns in Palestine and so contribute to the overall visibility and effectiveness of programs—for their own benefit, and on behalf of other Palestinian organizations.
Distinguished as international advocates for the Palestinian cause	<ul style="list-style-type: none"> • Create an advocacy plan, including: forums that will be used, the goals and messages of the advocacy program, and a selection of key figures to be involved.
Good image in the eyes of the community	<ul style="list-style-type: none"> • Hold more meetings and consultations with the community to encourage them to participate fully in all development projects.
Membership	
The YWCA fills the need of nurturing the new generation.	<ul style="list-style-type: none"> • Continue to place the development of youth as a top priority through training and providing a venue through which youth can

YWCA Palestine, Strategic Plan

	<ul style="list-style-type: none"> develop their competencies. Host a national conference on youth and youth issues for organizations targeting this sector.
Sustainability	
The organization has played an important role in Palestinian history, and was founded in 1893—it has a long history of serving the Palestinian people.	<ul style="list-style-type: none"> Document the history of the organization, including successes and challenges faced and overcome, to serve as a resource for present and future staff.
Programs and Services	
Entrepreneurs in the field of vocational training for women, and kindergartens	<ul style="list-style-type: none"> Continue to develop the quality of non-traditional programs in keeping with the needs of women and youth.
Distinguished in the creation of income generating projects for women and job creation.	<ul style="list-style-type: none"> Conduct studies of projects for women to explore new opportunities in the field of job creation. Provide opportunities and forums in which female participants in income generation projects can meet and discuss their experiences, challenges, and successes.
The organization has good coverage geographically within Palestine (three main city centers).	<ul style="list-style-type: none"> Explore ways of serving their target group and different forms of expansion into hard-hit areas such as Bethlehem and Gaza. Encourage local initiatives towards opening branches, or the formation of a YWCA committee to work with the YWCA through locally-based organizations.
Facilities and Infrastructure	
The YWCA has strong assets in the form of its buildings, lands, and real estate.	<ul style="list-style-type: none"> Better utilize the premises and facilities as a source of income Further develop the facilities to accommodate new programs, including gyms, cafeterias, cinema and cultural center
CHALLENGES	WAYS TO OVERCOME THESE CHALLENGES
Governance	
<ul style="list-style-type: none"> Roles, responsibilities, and lines of authority between different levels in the governance structure are unclear 	<ul style="list-style-type: none"> Develop a detailed job description based on job analysis Develop a matrix showing lines of authority. Review the Constitution and by-laws to show balance and distribution of labor between different layers of the structure.
<ul style="list-style-type: none"> Steps needed to follow through on decisions are not always clear or taken 	<ul style="list-style-type: none"> Document all resolutions taken in the board and council meetings, and develop a mechanism to monitor the implementation of resolutions. Develop checklists for the implementation of decisions
<ul style="list-style-type: none"> Experience of previous boards not captured and utilized 	<ul style="list-style-type: none"> Bring the previous members to participate in brainstorming sessions on policies Distribute minutes of board meetings to branches and include

YWCA Palestine, Strategic Plan

	them in an MIS system
<ul style="list-style-type: none"> Weakness in coordination and continuity among branches 	<ul style="list-style-type: none"> Develop protocols for coordination between branches. Hold regular meetings between staff of different branches, including Directors (focusing on lessons learned and experiences). Develop a unified operational manual for the organization that to be used by all branches Conduct training workshops, make more field visits and tours to other YWCA branches Conduct annual meetings of the General Assembly for each branch
<ul style="list-style-type: none"> Professional competencies of the Board of Directors needs more development 	<ul style="list-style-type: none"> Develop a better understanding of financial management and budgeting, audited financial statements through training. Hold workshops on “effective board management,” effective leadership, change management, being a learning organization, and developing the relationships between board and staff/leadership. Involve the board in strategic planning activities.
<ul style="list-style-type: none"> Board is not preparing budget and presenting them to the General Assembly for approval 	<ul style="list-style-type: none"> Board should prepare the budget and monitor it on a regular basis after approval
<ul style="list-style-type: none"> The way to balance a Christian identity in a multi-faith environment (at the level of governance and programming) needs further development 	<ul style="list-style-type: none"> Conduct a series of internal discussions about the Christian identity and the relationship between the organization and its Christian roots, including issues related to governance, membership, and programming.
<ul style="list-style-type: none"> Branches of the organization are not yet registered with the Israeli government or the PNA 	<ul style="list-style-type: none"> Consult the organization’s legal advisor about the best solution for registration with the Israeli authorities. To follow up on the registration of the Ramallah branch with the PNA Ministry of Internal Affairs. To review their Constitution and by-laws to ensure harmony with Palestinian law. Consult with the legal advisor about the status of the National Council. Benefit from the experiences of other similar organizations in Jerusalem who have faced the same issue.
<ul style="list-style-type: none"> Men are not equally represented in the membership and leadership 	<ul style="list-style-type: none"> Discuss and decide on the higher level if men should be included not only as beneficiaries, but also as full members If the decision is made to include, develop a percentage system to

YWCA Palestine, Strategic Plan

	<p>enable males to become members and be involved in the Board of Directors</p> <ul style="list-style-type: none"> • Gender training for board, staff, and volunteers
Management Practices:	
<ul style="list-style-type: none"> • Organizational structure does not clearly define levels of authority and responsibility 	<ul style="list-style-type: none"> • Develop a roles and responsibilities matrix, including lines of authority • Develop descriptions for the roles and responsibilities of the units.
<ul style="list-style-type: none"> • Gaps in the internal flow of information 	<ul style="list-style-type: none"> • Develop a unified manual and computerized filing system.
Marketing and Advertising	
<ul style="list-style-type: none"> • Products and services are not well marketed, and quality is inconsistent 	<ul style="list-style-type: none"> • Define the purpose of income-generating products—is the job creation aspect paramount, or should the income generated come first. • Develop a marketing strategy. • Develop hygiene standards for production. • Conduct market research for possible new products within the current scope of operations (especially complementary goods). • Research new opportunities for distribution. • Develop a specialized person (possibly part time) dedicated to marketing, promotion, and advertising. • Develop an annual production plan taking into account the quantities needed to effectively compete in the market.
<ul style="list-style-type: none"> • Low quality in labeling and packaging (presentation of product in the market), and it is difficult to compete in the market with private-sector producers 	<ul style="list-style-type: none"> • Develop a quality control system including criteria, including monitoring consistency of products and train the women producing on these guidelines. • Include nutritional information on all food products. • Hire a design firm to design new and attractive labeling (with different labels for all products). • Conduct satisfaction surveys to get feedback from consumers. • Distribute samples in high traffic shopping areas (such as the Plaza in Ramallah).
<ul style="list-style-type: none"> • Entrepreneurial skills of staff need to be further developed 	<ul style="list-style-type: none"> • Conduct training for the production unit in pricing and costing.
Networking and Public Relations	
<ul style="list-style-type: none"> • Local community not familiar enough with YWCA's goals and activities 	<ul style="list-style-type: none"> • Invite local communities to activities and to tell them about the Y's goals, values, and activities. • Conduct outreach work.
<ul style="list-style-type: none"> • Media strategy is inconsistent and spotty 	<ul style="list-style-type: none"> • Create a written media plan

YWCA Palestine, Strategic Plan

	<ul style="list-style-type: none"> • Create a “media and public relations” committee in each branch. • Invite media to cover activities. • Participate in national gatherings.
<ul style="list-style-type: none"> • Weak networking with private sector 	<ul style="list-style-type: none"> • Contact private companies about the possibility for sponsorship of different projects.
<ul style="list-style-type: none"> • Weak affiliation with other NGOs, donors and NGO networks 	<ul style="list-style-type: none"> • Develop a plan for how to develop relationships with NGOs. • Circulate a newsletter detailing the activities of the YWCA. • Develop a database of donor and partner information—solicit information that is not currently known. • Conduct an annual meeting with the donors to present strategies and their projects.
Membership	
<ul style="list-style-type: none"> • The organization has few new young members 	<ul style="list-style-type: none"> • Develop new programs that are attractive to young women (recreation, cultural, sports, and cinema). • Develop programs directed towards discussing the identity of youth and youth-specific issues. • Develop a youth leadership program. • Create or involve younger members in all committees.
<ul style="list-style-type: none"> • Membership is restrictive [Christians only] 	<ul style="list-style-type: none"> • Discuss and decide on the higher level if Muslims should be included not only as beneficiaries, but also as full members • If the decision is made to include, develop a percentage system to enable Muslims to become members and be involved in the Board of Directors • Multi-faith awareness training for board, staff, and volunteers
<ul style="list-style-type: none"> • Spirit of volunteerism and cooperation is weak 	<ul style="list-style-type: none"> • Conduct workshops on the importance of voluntary work. • Develop an incentive system for volunteers to show appreciation. • Encourage volunteer involvement by members of the General Assembly. • Require voluntary work from all trainees in larger training programs (i.e. those taking one year of training or more).
<ul style="list-style-type: none"> • Organization is overly dependent on volunteers 	<ul style="list-style-type: none"> • To reduce the dependency on volunteers by professionalizing certain positions and creating salaries.
Human Resource Management and Development	
<ul style="list-style-type: none"> • Need to develop competencies of staff in the following areas: planning, project management, financial management, budgeting, human resource management, quality control, marketing, and effective report 	<ul style="list-style-type: none"> • Conduct training needs assessment including individual-specific assessment of skills needed in job • Offer training so that staff can stay abreast of new practices and

YWCA Palestine, Strategic Plan

and proposal writing (in English and Arabic)	can keep up with changes within the organization
<ul style="list-style-type: none"> Some employees feel overloaded and working environment should be more open 	<ul style="list-style-type: none"> Develop a healthy and positive working environment, which includes: <ol style="list-style-type: none"> Job satisfaction survey Staff appraisal of supervisors in performance appraisal system Encourage regular staff meetings and document the results of these meetings
<ul style="list-style-type: none"> More qualified staff needed in the following areas: accounting, marketing and promotion, and project management 	<ul style="list-style-type: none"> Recruit qualified volunteers from the General Assembly to do specific tasks Develop a unified participatory performance appraisal system
<ul style="list-style-type: none"> Currently, the position of Program Officer is vacant 	<ul style="list-style-type: none"> Develop job description (including monitoring and evaluation) and appoint program officer
<ul style="list-style-type: none"> Pay scale is not coordinated among branches 	<ul style="list-style-type: none"> Pay scale should be developed and shared by all branches
<ul style="list-style-type: none"> Volunteers are not utilized to the full extent possible 	<ul style="list-style-type: none"> Develop systems and management practices to more effectively use volunteers Periodically appraise volunteers' work performance Create a database and documentation system for volunteers Clearly define the role/purpose of volunteers within the organization Develop job descriptions for volunteer positions, taking into account the different time commitments that volunteers can make Develop volunteer management plan
<ul style="list-style-type: none"> Job descriptions for some positions do not reflect actual work responsibilities 	<ul style="list-style-type: none"> Conduct job analysis and amend the job descriptions Develop a policies and procedures manual that is used in all branches
Systems	
<ul style="list-style-type: none"> Planning, monitoring, and evaluation is not systematized in the organization. 	<ul style="list-style-type: none"> Develop an interactive PME system Standardize the reports, and create an internal reporting system Provide further training in reporting and English language as needed
<ul style="list-style-type: none"> Management Information System inadequate to needs 	<ul style="list-style-type: none"> Further develop MIS that all of the branches can feed information into Make the MIS more user friendly
<ul style="list-style-type: none"> Accounting software is not unified, creating administrative confusion 	<ul style="list-style-type: none"> Develop a unified, computerized accounting software systems that accommodates the needs of all of the branches
<ul style="list-style-type: none"> Policies and procedures limited in scope--not shared by all branches—in the areas of financial, administration, personnel 	<ul style="list-style-type: none"> Further develop and unify financial and administrative policies and procedures through consultation with all branches

YWCA Palestine, Strategic Plan

<ul style="list-style-type: none"> • Graduates of vocational training programs are not tracked 	<ul style="list-style-type: none"> • Develop a tracking system for graduates
Sustainability	
<ul style="list-style-type: none"> • Financial support is decreasing 	<ul style="list-style-type: none"> • Diversify the sources of funding • Transfer some of programs to community to decrease financial dependence • Establish a trust fund for the organization • Use their constituency to secure funding from private businesses and individuals • Utilize international YWCA network to solicit financial support
<ul style="list-style-type: none"> • Fundraising efforts are not coordinated 	<ul style="list-style-type: none"> • Develop a fundraising strategy • Develop a central resource development unit
<ul style="list-style-type: none"> • Insufficient practices, procedures, and staff for recognizing donors and information about donors/prospects 	<ul style="list-style-type: none"> • Develop a central database with donor information • Staff training in fundraising
<ul style="list-style-type: none"> • Organization is depending too much on external financial resources (donor sponsored programming) 	<ul style="list-style-type: none"> • Better utilize the premises and facilities as a source of income
<ul style="list-style-type: none"> • The financial sustainability of some programs is doubtful. 	<ul style="list-style-type: none"> • Decide what programs should be continued and justify the expenditure on programs that are not financially viable (i.e. are they central to the mission) • Assess what projects might compensate for the deficit created by others
Programs and Services	
<ul style="list-style-type: none"> • Training program relies on old ideas, not on the current needs of the communities 	<ul style="list-style-type: none"> • The need for participatory needs assessment to develop new ideas for trainings and market study into the feasibility of certain programs such as medical secretary, public health and nutrition, and start your own business
<ul style="list-style-type: none"> • It is difficult to attract and recruit students to vocational training programs 	<ul style="list-style-type: none"> • Develop promotion and advertising for programs • Encourage private sector companies to provide scholarships for needy students
<ul style="list-style-type: none"> • Programs/activities in Jerusalem area are not sufficient 	<ul style="list-style-type: none"> • To further develop the programming available in Jerusalem through participatory needs assessment
<ul style="list-style-type: none"> • A need for more curriculum design and more training of trainers 	<ul style="list-style-type: none"> • Develop training of trainers programs and further develop their curricula to meet community needs and be able to compete in the market
<ul style="list-style-type: none"> • Current trainer pool is not sufficient for needs 	<ul style="list-style-type: none"> • Develop training pool through advertising and networking
<ul style="list-style-type: none"> • The need to transition certain programs to the community and/or decentralization of the programs 	<ul style="list-style-type: none"> • Conduct assessments and discussions involving both staff and community members to develop possible strategies for the transition

YWCA Palestine, Strategic Plan

	<ul style="list-style-type: none"> • Define the new role of the YWCA • Develop strategies for divesting of programs • Do capacity building with key community figures to ensure quality of programs • Assist the community in identifying potential partners
Facilities and Infrastructure	
<ul style="list-style-type: none"> • Some facilities are old and require extensive maintenance 	<ul style="list-style-type: none"> • Develop a budget item related to maintenance
<ul style="list-style-type: none"> • Facilities are not inviting and attractive to youth 	<ul style="list-style-type: none"> • Discuss possibilities for encouraging youth membership such as creating sports facilities (for example, on extra land surrounding Ramallah center). • Renovate facilities to allow for handicapped access.
<ul style="list-style-type: none"> • Some branches have small and insufficient facilities 	<ul style="list-style-type: none"> • Further develop the facilities to accommodate new programs, including gyms, cafeterias, cinema and cultural center
<ul style="list-style-type: none"> • Equipment is outdated, and insufficient for expansion of programs 	<ul style="list-style-type: none"> • Identify and purchase new equipment for recreational, office, and training purposes
<ul style="list-style-type: none"> • Premises are underutilized 	<ul style="list-style-type: none"> • Brainstorm and develop a plan for the better utilization of the premises, especially the hotel in Jerusalem and the premises in Ramallah (and its surrounding land)
THREATS	WAYS TO DEAL WITH THESE THREATS
Unstable political situation, continuing occupation, and construction of the Wall (curfews, closures, and difficulties with mobility): impacts coordination among branches, means that many people cannot reach facilities to use them, not able to expand into new areas of work	<ul style="list-style-type: none"> • Develop new methods of interaction, coordination, and communication such as videoconferencing • Build and create partnerships with existing organizations rather than opening new branches • Look into partnerships to create an E-learning center for people who are not able to travel to Jerusalem • Activate regular email communication, reducing the need for regular meetings • Decentralize and empower the branches to make their own strategic decisions, especially in emergency or crisis situations. • Shift some of the main activities (especially in Jerusalem) to Ramallah and Jericho branches to enable people with West Bank IDs to participate.
Legal status of the YWCA (not registered by PNA or Israelis)—must adapt their situations according to Palestinian laws related to NGOs (especially in Ramallah and Jericho)	<ul style="list-style-type: none"> • Seek legal advice regarding the registration of the Jerusalem branch. • Begin registration process for the branches in Jericho and Ramallah.
Accumulated taxes imposed on the YWCA in Jerusalem (by Israelis)	<ul style="list-style-type: none"> • Seek legal advice on the registration and tax issue.

YWCA Palestine, Strategic Plan

	<ul style="list-style-type: none"> • Develop an emergency financial plan regarding what funds the organization has to offset back taxes. • Ensure that the PNA's taxes on employees are being paid to the Ministry of Finance.
Increase in competition with other NGOs working in the same fields	<ul style="list-style-type: none"> • Develop short, condensed, innovative training programs to maintain competitive edge in the market and to be cost-effective • Develop joint projects with other NGOs working in the same field to minimize competition and duplication • Enhance networking with professional/vocational NGOs
Trend towards a decrease in volunteer work at the social level	<ul style="list-style-type: none"> • Professionalize key positions to decrease the dependence on volunteer work • Develop job descriptions and a clear chain of accountability to maximize the effectiveness of available volunteers • Promote volunteer opportunities, including the benefits to the unemployed
Development in technology—must adapt to meet the new technology in trainings topics, etc. (can the organization cope with new technological developments?)	<ul style="list-style-type: none"> • Develop a plan for upgrading the facilities in all branches, and use this plan to seek funding • Train staff (including trainers) on using new technology and software • Introduce IT components into training sessions
Emigration of Christians from Palestine on the increase—affects membership	<ul style="list-style-type: none"> • Conduct a promotion campaign to attract new members • Work with other Christian NGOs to encourage Palestinian Christians to remain in Palestine through housing breaks and job creation • Take a decision regarding the numbers and status of non-Christian members
Policies of donors and conditional funding make sustainability challenging; high dependency on foreign donors	<ul style="list-style-type: none"> • Increase self-reliance through income generating projects • Develop a plan to maximize the utilization of facilities (including the hotel in Jerusalem) • Work to diversify funds through exploring project opportunities with new donors • Develop a fundraising plan to approach churches more systematically • Approach the community and the private sector for funds
Deterioration of the economic situation—has an impact on the trainees and members (inability to pay fees for trainings, less donations from members, and people unwilling to pay membership fees)	<ul style="list-style-type: none"> • Conduct short, more affordable courses • Host a variety of social activities that would be attractive both for current and new members

YWCA Palestine, Strategic Plan

Increase of extremism and an growing divide between different religions—the need for acceptance for a pluralistic society	<ul style="list-style-type: none"> • Conduct more activities with attendees from different religions • Conduct awareness and tolerance activities • Model awareness and tolerance within the organization
Increase at the social level in fanaticism and conservatism—creates limitations on women's level of involvement and mobility	<ul style="list-style-type: none"> • Advocate for women's rights at the community and national level • Ensure that activities are context-specific and take into account the accepted role of women • Develop a program directed towards men in the areas of women's rights
Competition with the private sector in the production of products	<ul style="list-style-type: none"> • Concentrate on the uniqueness in quality of the products • Stress that the food processing products are preservative-free; use this in a marketing campaign • Stress the quality of products • Coordinate with other NGOs involved in similar areas of production
Closures and curfews impact female trainees' ability to use their training	<ul style="list-style-type: none"> • Develop a soft loan revolving fund to assist women in starting micro-enterprises • Conduct “career days” and career planning course to assist women and promote the skill set of the graduates • Develop a tracking and follow up system to identify specific issues faced by trainees and help trainees to find jobs • Coordinate with the private sector to identify the specific gaps in the job market that can be filled by YWCA trainees
Deterioration of tourism sector due to conflict	<ul style="list-style-type: none"> • Investigate the possibility of connection with international organizations about renting rooms to short-term employees at reasonable rates • Rent part of the premises as offices
Difficulties for getting a license to sell their products in Jerusalem	<ul style="list-style-type: none"> • Solicit legal advice for overcoming this problem • Develop and maximize markets inside the West Bank
OPPORTUNITIES	HOW TO UTILIZE THESE OPPORTUNITIES
The closure has the positive impact of enhancing the strength of the branches—has served to decentralize the branches	<ul style="list-style-type: none"> • Continue to build the capacity of branch staff to handle the challenges of decentralization • Develop strong communication networks among branches
Deterioration of the economic situation has impacted women's higher education negatively, meaning that there is a great opportunity and more demand for vocational training programs for women (short and inexpensive courses especially)	<ul style="list-style-type: none"> • Continue developing the quality of short training programs • Develop scholarship program for marginalized women, funded by donors or by the private sector • Attempt to provide matching funds from donors for courses to

YWCA Palestine, Strategic Plan

	<p>make them more affordable</p> <ul style="list-style-type: none"> • Utilize these visitors in advocacy work, assist in organizing home stays and day trips to various sites in the West Bank • Investigate opportunities to provide accommodation for such groups in the Jerusalem hotel • Provide social activities for visiting Christians and local members • Attempt to get international volunteers working in branches through Christian visitors
Large numbers of Christian visitors in the Holy Land through Christian Peacemaker teams and similar groups	<ul style="list-style-type: none"> • Conduct regular needs assessments with the target groups and communities to be able to develop new projects that meet their needs
Political situation creates more demand for social programs—an opportunity to enhance quality and quantity of training programs	<ul style="list-style-type: none"> • Identify the potential partners and develop a strategy and project documents • Conduct needs assessments in these new areas • Assess level of competition from NGOs working in the same fields
To enhance and develop the relations with other partners and open new branches in partnership with other organizations, particularly Bethlehem and Gaza	<ul style="list-style-type: none"> • Prepare good, well-written proposals for new projects • Routinely check with international donors to see if new calls for proposals have been released (should be done by the programs officer or PR person) • Become more familiar with donor guidelines and requirements • Continue international networking and advocacy on behalf of Palestinian people—women in particular
The growing awareness of the international community about the situation in Palestine creates opportunities for funding and partnership	<ul style="list-style-type: none"> • Conduct a thorough needs assessment in each areas • Specifically identify in what areas the YWCA can contribute to meeting needs, taking into account the organizational capacity and experience • Attempt to coordinate with YMCA branches to avoid competition and duplication
Potential to work in new areas, such as environmental health, women's health, home economics, microenterprise, or IT programs	<ul style="list-style-type: none"> • Identify specific areas of need and develop curriculum design and training materials • Investigate the need for Tawjihi preparatory courses in target areas
Deterioration of the quality of teaching in the schools opens new opportunities for new programs directed towards students in languages and other topics	

IX. Strategic Issues and Core Strategies

- ❖ **Membership:** How can we expand and enrich our membership through attracting young women of all backgrounds?

Strategies:

- Create or involve younger members in all committees and levels of the organizational structure.
- Develop new programs that are attractive to youth, including addressing youth awareness and issues of identity.
- Discuss and decide on the higher level if Muslims should be included not only as beneficiaries, but also as full members.

- ❖ **Programs, Services, and Products:** What type of non-traditional educational and vocational programs can the organization develop and create? How can we enhance the quality of YWCA products and better market these products?

Strategies:

- Develop strategies for divesting of programs.
- Develop new ideas for training through participatory needs assessment and a market study of the feasibility of key programs.
- Develop a marketing strategy for programs and products.
- Conduct satisfaction surveys to get feedback from consumers and training participants.

- ❖ **Human Resource Development:** How can we develop/enhance the capacities, effectiveness, efficiency, and competencies of the staff and volunteers so that they are more able to meet the needs of the beneficiaries and their communities?

Strategies:

- Conduct training needs assessment including individual-specific assessment of skills needed in job.
- Develop job description for the position of a Program Officer (including monitoring and evaluation) and appoint someone to this position.
- Develop a healthy and positive working environment, which includes conducting job satisfaction survey, adding staff appraisal of supervisors to

YWCA Palestine, Strategic Plan

performance appraisal system, and encourage regular staff meetings and document the results of these meetings.

- Develop systems and management practices to more effectively use volunteers.

❖ **Networking:** How can we improve the networking and public relations at the local, national, regional, and international level?

Strategies:

- Develop connections with the private sector, including finding opportunities for funds and sponsorship.
- Develop a written media plan.
- Develop a database of donor and partner information—solicit information that is not currently known.

❖ **Facilities:** How can we better maintain and utilize the physical resources of the YWCA, including the centers and the hotel?

Strategies:

- Further develop the facilities to accommodate new programs, including gyms, cafeterias, cinema and cultural center.
- Better utilize the premises and facilities as a source of income.

❖ **Sustainability:** How can we raise the level of self-sufficiency of the YWCA?

Strategies:

- Diversify the sources of funding.
- Transfer some of the programs to the community to decrease financial dependence.
- Develop a fundraising strategy.

❖ **Systems:** What systems can we target to improve the quality of management of the YWCA?

Strategies:

- Develop an interactive PME system, including standardized reports, and creating an internal reporting system.

YWCA Palestine, Strategic Plan

- Further develop a user friendly MIS into which all of the branches can feed information.
- Develop a unified, computerized accounting software system that accommodates the needs of all of the branches.

Further develop and unify financial and administrative policies and procedures through consultation with all branches, including a unified pay scale to be shared by all branches.

X. Program Goals and Objectives (The Matrix)

Goals:

- To enhance the accessibility of educational, cultural, and recreational activities.
- To create and develop women's economic opportunities.
- To raise women's awareness and advocate for their individual and national rights at the community, national, and international level.

XI. Management/Operational Goal and Objectives

Goal:

- To develop the capacity of the organization so that it can effectively, efficiently, and sustainably serve its target groups and communities.

YWCA: Strategic Planning Matrix

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
1. To enhance the accessibility of vocational, academic, and recreational activities.	1.1 Develop and upgrade vocational training programs for women	1.1.1 Rapid appraisal study conducted on the impact of current vocational training programs at all branches 1.1.2 Hair dressing training program in Jericho upgraded (techniques and facilities) 1.1.3 Existing secretarial course upgraded in Jerusalem and Ramallah 1.1.4. Professional development training program for unemployed graduates conducted jointly with a local partner 1.1.5 Expanded courses in computer, language, and typing skills offered in Jericho 1.1.6 Training in cooking and preservative-free food processing conducted in all branches and centers	Study conducted/presented to council by end of March 2005 Upgraded curriculum approved by board by end of 2 nd quarter 2005 Improved beauty salon reopened by end of 3 rd quarter 2005 Graduation of 1 st training course by 1 st quarter 2006 Upgraded facilities/curriculum presented to Board annually MoU between partners signed Training modules designed, internships arranged Graduation from first course in 4 th quarter of 2006 Curricula designed by 3 rd quarter of 2005 Graduation of first course in 4 th quarter of 2005 Upgraded course curricula at each branch annually
	1.2 Develop training courses and awareness building in the field of	1.2.1 Needs assessment study for Dieticians Training Program conducted in Jerusalem to	Study conducted by 4 th quarter 2006

YWCA Palestine, Strategic Plan

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
	<p>health</p> <p>1.3 Develop recreational activities for women and youth</p>	<p>verify whether there is adequate demand to start up this specialty</p> <p>1.2.2 Awareness-building workshops in the area of women's health developed in Ramallah and Jericho branch</p> <p>1.2.3 Physiotherapists' assistants training program offered in cooperation with Princess Bassma Org. in Jerusalem institutionalized</p> <p>1.2.4 Training program for young women in caring for elderly people introduced in Jericho and Ramallah</p> <p>1.3.1 Family park in Ramallah developed</p> <p>1.3.2 Aerobics and fitness courses offered in Aqabet Jaber Camp in Jericho</p> <p>1.3.3 Youth trained as leaders of sports and recreational activities at all branches</p> <p>1.3.4 Mothers' Clubs (socio-cultural) established in multipurpose centers to provide outlets for new mothers and working women</p>	<p>6 workshops per year per center, beginning in 2005</p> <p>Course conducted by 1st quarter 2004 Impact study conducted in 2nd quarter of 2005</p> <p>1 informal needs assessment study conducted in late 2005</p> <p>Grand opening of park</p> <p>1st fitness/aerobic class held by 1st quarter 2005</p> <p>9 programs conducted over the coming 3 years (40 hrs. per course)</p> <p>5 Mothers' Clubs organized for 50 women (10 women each) 3rd quarter 2005</p>
<p>2. To create and develop women's economic opportunities.</p>	<p>2.1 Create jobs for women through YWCA's own income generating projects</p> <p>2.2 Provide soft loans to women for starting their own businesses or microenterprises</p>	<p>2.1.1 Informal impact assessment conducted of YWCA's income generating products for women</p> <p>2.2.1 A study on the viability of launching a soft loan scheme conducted for all branches</p>	<p>1 needs assessment conducted by 2nd quarter 2005</p> <p>1 study conducted by 4th quarter 2004</p>

YWCA Palestine, Strategic Plan

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
	2.3 Provide support services for working women	2.3.1 Baby-sitting services and services for the aged provided at affordable rates for working women at multifunctional community-based centers	Baby sitting and elderly services established at all centers by 1 st quarter 2006
3. To raise women's awareness and advocate for their individual and national rights at the community, national, and international level.	3.1 Raise the awareness of women and youth on their rights through various courses, workshops, and activities	3.1.1 Psychosocial well-being of women and youth enhanced through introducing coping mechanism for deal with stress and trauma, in all branches/centers 3.1.2 Courses in dabke, drawing, and painting for youth further developed and promoted for all branches 3.1.3 Leadership skills of youth enhanced in the political and social spheres for all branches 3.1.4 Special focus on women's rights expanded to be included in all YWCA activities (modules and programs)	6 workshops/activities conducted annually at each branch 1 upgraded cultural curriculum presented annually to each branch board 1 proposal written for youth in 1 st quarter 2005 10 hr. module in women's rights developed and integrated into each program in late 2004 Innovative approaches to highlighting women's national, social, and legal rights developed at least biannually
	3.2 Enhance the advocacy efforts of the YWCA at the community level	3.2.1 YWCA's advocacy efforts at the local level developed	1 field study conducted and proposal written in 4 th quarter of 2004
4. To develop the capacity of the organization so that it can effectively, efficiently, and sustainably serve its target groups and	4.1 Enhance the competencies of the YWCA staff	4.1.1 Training conducted for staff in areas such as planning, project cycle management, financial management and budgeting, human resource management, quality management, costing and pricing, and effective reporting (in English and Arabic)	1 training program in project cycle management (inc. MS Project) for 75 hrs. for 20 staff in 1 st quarter 2005, 1 training program in budgeting and financial

YWCA Palestine, Strategic Plan

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
communities.	4.2 Further develop the financial, administrative, personnel, quality control, and project management systems	4.1.2 Training conducted to raise the competencies of board members 4.2.1 Salary scale developed and shared by all branches 4.2.2 Management Information System (MIS) developed	management for 30 hrs. for 20 staff in 2004 (repeat with advanced sessions in 2 nd quarter 2006), Evaluate impact of financial management workshop done with staff, 4 th quarter 2004, 1 training program in human resource management for 30 hrs. for 20 staff in 3 rd quarter 2005, 1 training in report writing for 15 hrs. for 20 staff in 3 rd quarter 2005, Coaching in quality management in production units (20 hrs.), 1 training in costing and pricing for 30 hrs. for 20 people in 4 th quarter 2005 1 training course in effective boards and board management for 20 members from all boards (15 hrs.) conducted in 1 st quarter 2005, 1 training program in financial management (including budgeting) for 15 hrs. for board in 4 th quarter 2005 1 unified salary scale developed in 1 st quarter 2005 1 MIS designed and operational by 4 th quarter

YWCA Palestine, Strategic Plan

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
		4.2.3 Unified operations manual developed (in Arabic)	2005 (including tracking of graduates), 1 training conducted for key branch staff in MIS system in 4 th quarter 2005 1 operations manual created in 1 st quarter 2005, 1 training conducted for key branch staff on operations manual in 1 st quarter 2005
		4.2.4 Unified computerized filing system developed	1 consultant contracted to design new filing system in 4 th quarter 2004, 1 filing system designed and operational by 1 st quarter 2005, 1 training conducted for key branch staff on filing system in 2 nd quarter 2005
		4.2.5 Unified PME system developed, including standardizing reporting	1 PME system created in 4 th quarter 2005, 1 training conducted for key branch staff on operations manual in 4 th quarter 2005
		4.2.6 Establish a quality control system (packaging, marketing, labeling) in existing production units	1 quality control system established 4 th quarter 2004
		4.2.7 Training Appraisal Committee (TAC) developed with subcommittees/representatives	1 Committee with representation from all branches developed by 2 nd quarter 2005

YWCA Palestine, Strategic Plan

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
	4.3 Define the specific roles and responsibilities within the structure of the YWCA	4.3.1 Job analysis conducted and job descriptions (including matrix showing lines of authority) developed	1 job description for each staff position developed by 4 th quarter 2004
	4.4 Enhancing the level of networking and cooperation with local, regional, and international media, organizations, and federations	4.4.1 Written media plan created	1 media plan created in 4 th quarter 2004
		4.4.2 Membership in national and international bodies (networks and federations) enhanced	2 new national and international networks joined
		4.4.3 Promotional materials for YWCA developed, including brochures and website	Website updated by 3 rd quarter of 2004, brochure updated and printed annually
	4.5 Develop the premises and facilities to better serve the communities and target groups	4.5.1 Maintenance plan for facilities created	1 maintenance plan created by 4 th quarter 2004
		4.5.2 New Multifunctional Community Based Center created in Jericho on existing land	New multifunctional community based center created in Jericho by 4 th quarter 2005
	4.6 Develop a healthy and positive working environment	4.6.1 Job satisfaction survey conducted	1 job satisfaction survey conducted by 1 st quarter 2005 and annually thereafter
		4.6.2 Performance appraisal system upgraded to include staff appraisal of supervisors	1 performance appraisal system upgraded by 4 th quarter 2004
		4.6.3 Communication within staff hierarchy upgraded	Annual staff meetings conducted for all YWCA staff from all branches beginning in 3 rd quarter

YWCA Palestine, Strategic Plan

<i>Goals/Strategic Objectives</i>	<i>Developmental Objectives/Strategies</i>	<i>Outputs</i>	<i>Main Milestones</i>
	4.7 To ensure the sustainability of the organization	<p>4.7.1 Investigate the legal status and registration of Ramallah, Jerusalem, and National Council</p> <p>4.7.2 Fundraising plan for the YWCA developed</p> <p>4.7.3 National Program Director (NPD) hired to centralize fundraising efforts</p>	<p>2004, Monthly branch staff meetings</p> <p>A written legal document by legal advisor regarding the status and registration of the National Council, and the Jerusalem and Ramallah branches by 4th quarter 2004</p> <p>1 fundraising plan created by 4th quarter 2004</p> <p>1 National Program Director contracted for YWCA as a whole by 1st quarter 2005, 1 centralized fundraising database created in 3rd quarter 2004</p>

Participation:

First Workshop Participants
Mira Rizik
Abla Nasir
Nazzar Halteh
Linda Ammar
Rana Qumsiyeh
Suad Sifri
Haifa Baramki
Nisreen Khoury
Laila Kort
Renee Khader
Suzanne Khayyo
Nadia Tarazi

Second Workshop Participants			
Jerusalem	Ramallah	Jericho	Jalazon
Mira Rizik	Haifa Baramki	Linda Ammar	Katy Dabah
Abla Nasir	Suad Sifri	Munira Dahdal	Daed Kaileh
Laila Kort	Renee Khader	Elizabeth Michael	Miriam Al-Khalidi
Helen Khader	Seham Qassis	Samah Shalian	
Ke'inat Abdel Khadi	Mimi Shehadi	Abeer Ghanayem	
Doris Salah	Rula Izz		
Laurice A'amer	Cider Da'bis		
Ghada Habasch	Rana Kasbary		
Mireille Ghneim			
Rose Al-Naber			
Inas Shkair			
Hanadi Soudah-Younan			
Alex Erbib			
Rana Qumsiyeh			