



A Continued Commitment to Sustainable  
Development and Humanitarian Assistance in Palestine

# Strategic Plan 2011-2013 Executive Summary



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## Introduction

Welfare Association (WA) is a non-profit organization established in Geneva, Switzerland, in 1983 by Palestinian business and intellectual figures to support sustainable development and provide humanitarian relief to Palestinians. An independent development organization without political, partisan or factional affiliation, WA partners with hundreds of Palestinian civil society organizations in the West Bank, the Gaza Strip, 1948 areas, and the Palestinian communities in Lebanon.



Qarara KG- Gaza

Over the years, WA has developed a series of strategic plans to guide its work in spite of the constant challenges to development efforts in Palestine. WA has been committed to achieving the strategic goals identified in these plans, proposing developmental and relief programs and projects in response to the actual needs of Palestinians in the fields of operations. In spite of all challenges, WA has realized significant achievements over the past years, providing funds for thousands of programs and projects valued at US\$ 450 million in various developmental and relief sectors.

The success or failure of any institution in achieving its goals does not depend solely on financial capacity and human capital. It also relies on the ability to accurately define its objectives and measure its outputs, to comprehensively view achievement requirements, and to properly understand the available resources and the mechanisms of how to utilize them within the framework of a rational strategic plan and a detailed operational plan. Within this perspective, and based on its mission, vision and objectives, WA has developed its strategic plan for the period 2011-2013 to provide an overall framework to guide and monitor its work over the coming three years. The development of this strategic plan has been based on two pillars:

### **First pillar: Based on local external context**

The plan was based on an in-depth analysis of current realities, an assessment of needs and the forecasting of the most likely scenarios in order to determine the main directions of WA work. This strategy channels WA energy through tracks that support its mission, vision and objectives and ensure rapid and effective responses to changing developments and challenges and the achievement of desired outcomes. Hence, the development of the strategic plan 2011-2013 has been based on an analysis of the external political, economic, social and cultural environment in each one of the four fields of operation (the West Bank including East Jerusalem, Gaza Strip, 1948 areas, and Palestinian communities in Lebanon). This has allowed WA to focus all efforts in regional, sectoral and programmatic terms and identify the required interventions that fit within the existing and/or emerging conditions and challenges in the

concerned region and sector within the available resources and those expected to be raised for the next three years.

### **Second pillar: Based on WA internal capabilities**

The strategic plan 2011-2013 has been based on a study of WA's own capacities (available and potential) and experience accumulated by WA over its long history. Consideration has been given to the recommendations of institutional committees and task forces under the Board of Trustees (Strategy and Governance Task Force, Institutional Identity Task Force, Institutional Performance Task Force, and Youth Engagement Task Force) and to the resulting developments introduced into the administrative, financial and programmatic systems with a view to advance institutional functions. This gives the programs contained within the strategic plan flexibility and adaptability to changing dynamics that may emerge during implementation.

The in-depth analysis of external and internal environments has allowed a more accurate assessment of external influences on operations and outcomes, identification of institutional strengths and weaknesses, and the adoption of strategies and intervention mechanisms to improve performance towards a deeper impact and more flexibility in managing changes and emergencies. This analysis has identified three main situation scenarios in the fields of operations to consider when designing developmental and relief programs for Palestinians in their national homeland or in the communities in Lebanon. After internal discussion, the greatest weight was given to the scenario based on “persistence of status quo – development and resilience.”

The strategic plan 2011-2013 has considered harmony and accord between the national development policies, on the one hand, and WA framework, capacity, aspirations and perceived role, on the other. Due regard has also been given to maintaining strong and dynamic links with the previous strategic plan 2008-2010, so that the new plan can serve as a natural continuation.

Careful reading of the previous plan (2008-2010) and analysis of its achievements, as well as gaps,

weaknesses and lessons learned, has allowed for developing programs that enhance performance and ensure optimal use of available potentials to fit WA’s mission, vision and objectives. Therefore, the new strategic plan is based on a realistic vision that will be effectively reflected in its operational plan.

Based on the above, the present plan has identified four main sectors for intervention: Education, Culture, Community Development, and Emergency and Humanitarian Assistance. Yet it takes into consideration such elements as sector- and region-specific requirements and needs, cross-sectoral areas of work, future potentials for fundraising, internal coordination in the development and implementation of the plan through proper operational strategies in support of a programmatic strategy, including resource development, communication, media, administration and finance. Therefore, the plan has formulated a number of policies and programs that seek to be comprehensive and integrated, thereby increasing prospects for sustainability and expanding potential for impact. This plan is based on the WA overall framework and operates according to its regulations, policies and governance system.



Alami-Sweidie Library- Baddawi Camp- Lebanon

## WA Overall Framework

WA seeks to review the elements of its overall framework of operations on a regular basis in order to ensure responding to developmental and relief needs with a view to reinforce resilience of Palestinian people and continuously develop their capacity. The following elements were adopted by the WA General Assembly in 2010:

### WA Vision

The Welfare Association envisions the Palestinian people as citizens of an independent, free, and democratic Arab Palestine, living in dignity, prosperity, and self-fulfillment, with equitable access to opportunities to realize their full potential with distinction and creativity.

### WA Mission

As a leading non-governmental Palestinian development organization, the Welfare Association strives to make a distinguished contribution toward furthering the progress of the Palestinians, preserving their heritage and identity, supporting their living culture and building civil society. It aims to achieve these

goals by methodically identifying the Palestinian people's needs and priorities and establishing the soundest mechanisms to maximize the benefits from the available funding resources.

### Values

National commitment, independence and professionalism.

### Priorities

WA has identified the following strategic priorities:

- Create and expand quality programs and strengthen their impact.
- Enhance internal organizational frameworks.
- Recruit, develop and retain competent staff.
- Improve communication internally and with partners, donors and beneficiaries.
- Improve the visibility of WA mission, objectives and programs.
- Increase and diversify financial resources and manage them effectively and efficiently.



## Components of the Strategic Plan 2011-2013

This section presents the general goal and objectives of the strategic plan 2011-2013, its principles, the methodology used in its development, and the scenario it adopts.

### General Goal of the Strategic Plan 2011-2013

To promote WA's contribution and response to the developmental and relief needs of Palestinians in the West Bank, Gaza Strip, 1948 areas and Lebanon for the next three years, responding to them in a systematic manner that integrates the elements of programmatic

operations, research and planning, resource development, communications and media, and administration and finance, in order to affect large-scale and far-reaching changes that conform with national goals, partners' needs and Millennium Development Goals (MDGs).

### Objectives

- Encourage the preservation of Palestinian culture and identity and the revival of Palestinian cultural heritage.
- Develop, upgrade and empower Palestinian individuals to become productive, professional and capable of achieving their goals and aspirations and to contribute to economic and social change.
- Empower local institutions and assist them in providing services that respond to the needs of Palestinians by employing the requirements of good governance and achieving sustainability.
- Provide rapid and effective response to any emergency situation that may put the life, security or health of Palestinians at risk.

### Principles

The plan depends on the following general principles:

- Achieving WA's mission, objectives and priorities and promoting its values.
- Supporting the resilience of the Palestinian people through sustaining a combination of development and relief work.
- Seeking justice and non-discrimination on the basis of race, religion, social status or geographical region.
- Relying on WA's experience in development work in general and its previous Strategic Plan 2008-2010 in particular.
- Adopting advanced and rational mechanisms of work in the areas of management and resource development.
- Diversifying resources and building strategic alliances with local, Arab and international NGOs and building partnerships with donors.
- Ensuring integration of work with ministries, UNRWA and other international organizations, and community institutions.

## Methodology used in the Development of Strategic Plan

This plan has adopted the following systematic steps:

- Adopting the plan as an extension, furthering the strategic plan 2008-2010, taking into consideration the need to bridge the gaps, build on successes and create development initiatives.
- Adopting the institutional decisions and recommendations, including those of the General Assembly, Board of Trustees (BoT), Programs and Projects Committee, Resource Development and Communication Committee, and BoT-affiliated committees.
- Following the directions of the institutional performance appraisal document as per the operational component of the strategic plan 2008-2010.
- Reviewing literature and data related to the social, economic and cultural context in WA fields of operation.
- Reviewing national sectoral development plans and policies, literature and reports published by WA and other partner institutions.
- Applying a participatory approach by holding workshops, meetings and focus groups with stakeholders to identify the developmental needs and assess priorities and possible scenarios.
- Adopting comments presented by expert advisors and consultants.

## The Scenarios

Based on an assessment of the external environment and analysis of strengths and weaknesses, three scenarios were identified to serve as a basis for designing developmental and relief programs for the Palestinian people on their national homeland and in Lebanon, with the greatest weight given to the first scenario. These three scenarios are as follows:

**First scenario** – Persistence of status quo (development and resilience): Gaza blockade will continue, associated with military escalation, increased settlement activities, increased blockade and isolation of Jerusalem, limited relaxation of constraints in the West Bank, increased attacks on the rights of the Palestinians in 1948 areas, and efforts to improve the conditions of Palestinians in Lebanon in the areas of employment and education. At the internal political level, the scenario foresees continuation of Palestinian reconciliation rounds and stalled negotiations between the PLO and the Israeli government.

**Second scenario** – improvement in status quo (expanded and deepened impact of development programs): The status quo will improve, coupled with tangible relaxation of constraints in the West Bank; the implementation of state-building plan will commence; the internal Palestinian dialogue will achieve success leading to reconciliation; and the blockade on Gaza Strip will be eased.

**Third scenario** – deterioration of status quo (increase in relief programs at the expense of developmental ones): This scenario foresees continued Israeli intransigence, increased oppressive measures, especially in Jerusalem, continued settlement activities and the failure of attempts by the international community to re-initiate negotiations between the Palestinians and the current Israeli government. The consequences of this scenario are expected to be as follows: imposing a tighter blockade on Gaza Strip, deterioration of internal security, increased military tensions, and declining institutional reforms. In this case, and because of the specific nature of the Palestinian situation, the strategic plan took into account the need for a flexible design in order to respond to emergency situations and to meet the urgent needs of the Palestinian people in all fields of operations.



## Working Sectors and Programs

The present plan identifies four main sectors of intervention: education, culture, community development, and emergency and humanitarian assistance. It adopts a set of development and relief programs and interventions that respond to community needs in all WA fields of operation. These programs are envisaged to be comprehensive and sustainable in order to expand their impact both vertically and horizontally. Within this context, the plan gives priority to integrated and comprehensive programs, in addition to a number of individual programs that allow a space for adopting new initiatives or responding to area-specific needs. The program packaging concept does not apply to the emergency and humanitarian assistance sector as it adopts varied intervention mechanisms based on emergency and humanitarian assistance needs. The following table displays programs adopted in the present strategic plan by working sector and type of program.

Sector	Packaged programs (a package of integrated programs)	Non-packaged programs
<b>Education</b>	<ul style="list-style-type: none"> <li>- Early Childhood (Sukkar Program)</li> <li>- Bringing Back Humanity to the Lives of Palestinians Orphans in Gaza (Fajr program)</li> <li>- Technology in Education (Tafkir Program)</li> <li>- Excellence in Education (Tamayyoz Program)</li> </ul>	<ul style="list-style-type: none"> <li>- Sponsorship of Creative and Exceptional Initiatives</li> <li>- Remedial Education</li> </ul>
<b>Culture</b>	<ul style="list-style-type: none"> <li>- Old City of Jerusalem Revitalization Program (IPAHJ Program)</li> <li>- Palestinian Museum</li> <li>- The Culture program (Ta'bir Program)</li> </ul>	<ul style="list-style-type: none"> <li>- Sponsorship of Creative and Exceptional Initiatives</li> </ul>
<b>Community Development</b>	<ul style="list-style-type: none"> <li>- Youth Employment ('Amal Program)</li> <li>- Community-Based Rehabilitation of Persons with Special Needs (Shams Program)</li> <li>- Food Security (Hasad Program)</li> <li>- Capacity Development of Community Organizations (Asas Program)</li> <li>- WA Youth (Seeds of Giving Program)</li> </ul>	<ul style="list-style-type: none"> <li>- Community Services Development</li> </ul>
<b>Emergency and Humanitarian Assistance</b>		<ul style="list-style-type: none"> <li>- Provision of Humanitarian Assistance and Health Services</li> <li>- Emergency Response (Rapid Intervention)</li> </ul>



Riyad Kamal School- West Bank

### **Program documents**

Program documents are divided into two types:

1. Packaged program documents: These are the documents of programs that are in the core of the adopted working sectors (indicated above). They consist of a package of integrated projects, with elements of sustainability and deep impact; implementation for a period of at least three years; diversified and stable funding sources; and implementing staff with high competence in total quality management.
2. Non-packaged program documents: These include miscellaneous urgent projects or leadership projects in areas listed in the table above.

### **Regional documents**

The strategic plan includes regional documents that reflect the particularities of each field of WA operations. They were prepared as a result of the monitoring of pressing needs and priorities in line with contextual developments in WA fields of operation (the West Bank, including East Jerusalem, Gaza Strip, 1948 areas, and Lebanon).

## Program Budget for the Strategic Plan

The implementation of the present programmatic plan will require an amount of at least US\$ 82 million. The following table illustrates the summary of strategic plan's budget:

Sector	Estimated 3 year budget (US\$ million)	Sector %
Education	14.5	18
Culture	18.8	23
Community Development	44.5	54
Emergency and Humanitarian Assistance	4.5	5
Total budget for all sectors	82.3	100

In addition to US\$28 million devoted to East Jerusalem Community Development.



Palestinian Committee for Development and Environmental Protection- Beit Lahia- Gaza

## Special Features of the Strategic Plan

The strategic plan has the following special features:

- Constructed in a dynamic, interactive and integrated manner between WA executive and institutional systems over two years of relentless work.
- Represents the entire institution as opposed to a certain department or system (strategic plan for all departments).
- Includes sectoral, program and regional documents designed to increase impact.
- Sets budgets in sectoral, program and regional terms.
- Allocates a special program for creative initiatives.
- Focuses on WA interventions within a comprehensive and integrated vision.
- Includes risk analysis and risk management mechanisms.
- Provides a plan for performance monitoring and appraisal.
- Emphasizes reinforced partnership with donors and beneficiaries and provides a relevant database.



Yamaha School- West Bank

## Summary of the Strategic Plan 2011-2013

<b>E</b>				
<b>Education sector</b>				
<b>Program name</b>	<b>Program type</b>	<b>Region</b>	<b>Program objectives</b>	<b>Estimated budget in USD million</b>
E1 – Early childhood (Sukkar Program)	Packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Improve the quality of educational environment in KGs</li> <li>- Develop the skills and competencies of KG teachers and administrators</li> <li>- Upgrade KG infrastructure</li> <li>- Establish new KGs</li> </ul>	2.2
E2 – Sponsorship of needy children in marginalized areas / KGs	Non-packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Sponsor needy children</li> <li>- Improve KG infrastructure in marginalized areas</li> <li>- Develop the skills and competencies of teachers and administrative staff</li> <li>- Develop educational and recreational materials</li> </ul>	1.5
E3 – Excellence in education (Tamayyoz Program)	Packaged	West Bank Gaza Strip	<ul style="list-style-type: none"> <li>- Provide opportunities to access quality educational programs for excelling students in marginalized and poor areas</li> <li>- Meet the technical needs of staff in leading schools and develop their educational and managerial capacities</li> </ul>	1.1
E4 – Technology in education (Tafkir Program)	Packaged	West Bank Gaza Strip	<ul style="list-style-type: none"> <li>- Develop teachers' skills in preparing technology-based educational materials</li> <li>- Develop distinctive educational models based on active learning</li> <li>- Upgrade the physical and programmatic infrastructure</li> </ul>	3.5
E5 – Remedial education	Non-packaged	West Bank Gaza Strip Lebanon	<ul style="list-style-type: none"> <li>- Build the capacity and improve the performance of young teachers</li> <li>- Raise awareness among the families of targeted students</li> <li>- Provide needy students with opportunities to access free-of-charge remedial education services</li> </ul>	1.7
E6 – Sponsorship of creative and exceptional initiatives	Non-packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Develop exceptional educational initiatives</li> <li>- Develop alternative education projects in 1948 areas</li> </ul>	1.4
E7 – Bringing back humanity to the lives of Palestinian orphans in Gaza (Fajr program)	Packaged	Gaza Strip	<ul style="list-style-type: none"> <li>- Provide orphans with opportunities to access all levels of education</li> <li>- Provide orphaned youth with resources, education and competencies to enhance their employment opportunities</li> </ul>	3.1
<b>Total</b>				<b>14.5</b>

<b>C</b>				
<b>Culture sector</b>				
Program name	Program type	Region	Program objectives	Estimated budget in USD million
C1 – Old City of Jerusalem Revitalization Program (IPAHJ Program)	Packaged	West Bank	<ul style="list-style-type: none"> <li>- Preserve the religious and cultural heritage of old cities and adapt the buildings for reuse while preserving their architectural and historical character</li> <li>- Develop the skills of architects and contractors in restoration techniques</li> <li>- Enable the population to preserve their property and remain there through documentation and awareness-raising</li> <li>- Contribute to mitigating the housing problem of a number of needy Jerusalemite families</li> </ul>	12.0
C2 – Palestinian Museum	Packaged	West Bank	<ul style="list-style-type: none"> <li>- Establish, equip and operate the Palestinian Memory Museum</li> </ul>	0.7
C3 – The Culture program (Ta'bir Program)	Packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Encourage the elements of cultural, literature and arts production with focus on music and creative writing</li> <li>- Integrate cultural products into the educational process</li> <li>- Empower individuals, groups and institutions working in the fields of arts and literature</li> <li>- Contribute to the protection and development of Palestinian cultural heritage</li> </ul>	3.5
C4 – Sponsorship of cultural creativity and exceptional initiatives	Non-packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Encourage excellent cultural initiatives</li> <li>- Contribute to the creation of cultural festivals in the West Bank and Gaza Strip</li> </ul>	2.6
<b>Total</b>				<b>18.8</b>



Armenian Museum - Jerusalem

<b>D</b>	<b>Community development sector</b>			
<b>Program name</b>	<b>Program type</b>	<b>Region</b>	<b>Program objectives</b>	<b>Estimated budget in USD million</b>
D1 – Youth employment (Amal Program)	Packaged	West Bank Gaza Strip Lebanon	<ul style="list-style-type: none"> <li>- Increase job opportunities for youth by creating occupational and technical specializations that respond to market needs</li> <li>- Develop leaderships in professional management</li> <li>- Develop a system for career counseling and guidance</li> <li>- Encourage small-scale projects and entrepreneurship</li> <li>- Employ young people in jobs outside Palestine without the need to leave the country</li> </ul>	8.9
D2 – WA Youth (Seeds of Giving Program)	Packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Raise awareness and knowledge of Palestinian youth regarding WA role and programs it supports</li> <li>- Increase the active role of Palestinian youth abroad in the development of the Palestinian society.</li> </ul>	0.1
D3 – Community-based rehabilitation of persons with special needs (Shams Program)	Packaged	West Bank Gaza Strip Lebanon	<ul style="list-style-type: none"> <li>- Contribute to the development of specialized and community-based rehabilitation services for persons with special needs in an integrated and comprehensive manner</li> <li>- Rehabilitate centers offering services to persons with special needs</li> <li>- Upgrade community-based rehabilitation projects in Lebanon</li> </ul>	4.8
D4 – Food security (Hasad Program)	Packaged	West Bank Gaza Strip	<ul style="list-style-type: none"> <li>- Protect lands under threat of confiscation by reclaiming them</li> <li>- Support the resilience of Palestinian farmers affected by the apartheid Wall</li> <li>- Improve the living standards of poor families by establishing home gardens and marketing their products</li> <li>- Promote proper farming practices among farmers</li> <li>- Improve the quality of Palestinian olive oil, increase its production and enhance its marketability</li> </ul>	2.2
D5 – Capacity development of community organizations (Asas Program)	Packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Develop the capacity of human resources in management, finance and planning</li> <li>- Develop administrative, financial and technical systems</li> <li>- Networking and exchanging experiences among the different institutions</li> </ul>	3.0
D6 - Improvement of community services including infrastructure	Non-packaged	West Bank Gaza Strip 1948 areas Lebanon	<ul style="list-style-type: none"> <li>- Contribute to improving health services in Jerusalem-based hospitals</li> <li>- Contribute to the enhancement of medical schools</li> <li>- Offer support to health clinics</li> <li>- Improve and equip schools</li> </ul>	25.5
<b>Total</b>				<b>44.5</b>

EM		Emergency and humanitarian assistance sector		
Program name	Program type	Region	Program objectives	Estimated budget in USD million
EM1 – Provision of humanitarian assistance and health services	Non-packaged	West Bank Gaza Strip Lebanon	<ul style="list-style-type: none"> <li>- Contribute to improving supportive primary health services</li> <li>- Contribute to upgrading secondary health services</li> <li>- Activate support to “Family-to-Family” program</li> </ul>	3.4
EM2 – Response to emergency needs (Rapid Intervention)	Non-packaged	- Provide basic services to affected families, including food, water, clothing, shelter and health services, as needed		1.1
<b>Total</b>				<b>4.5</b>



Food Security Program- West Bank