



**THE PALESTINIAN INITIATIVE FOR THE  
PROMOTION OF GLOBAL DIALOGUE AND  
DEMOCRACY**

**STRATEGIC PLAN 2022-2026**

MIFTAH has embarked upon a planning process aiming at developing new strategic plan that will guide the development and implementation of its various interventions in the coming five years (2022-2026). The outcome was a reaffirmation and development of MIFTAH's future vision, mandate, and strategies that appropriately address the challenges and make use of new the potentials inherent in the prevailing context and adverse conditions of the Palestinian civil society. The document below summarizes the main features of the Strategic Plan.

**GRIP CONSULTING**

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## **I. INTRODUCTION AND BACKGROUND**

MIFTAH was established in 1998 as an independent Palestinian civil society institution committed to fostering the principles of democracy and effective dialogue. MIFTAH's main work during its beginning was on political concerns especially opening dialogue on final status issues, disseminating the Palestinian narrative on regional and international levels in addition to working on the local and national levels to support building the Palestinian state.

Ever since its establishment and especially after the fall of the Camp David peace negotiations in 2000, MIFTAH was dedicated to Palestinian nation-building and empowerment on the basis of the principles of democracy, human rights, rule of law, and participatory governance. MIFTAH was one of the first Palestinian NGOs to realize the importance of institution building and democracy to ensure state building, in parallel with the political process, after the failure in the peace talks and the invasion of the West Bank that followed. In support of good governance and democracy, MIFTAH used to and continues to influence public policy formulation for safeguarding citizens' rights and enhance justice and rule of law with a special focus on marginalized segments of Palestinian society especially women and youth.

MIFTAH's political impartiality has turned it into a well-reputed and well-respected organization, hence, it provides a safe place for male and female political activists, leaders, members of local councils, Palestinian Legislative Council, Palestinian Political Factions, and Community-Based Organizations and public institutions to exchange information and engage in constructive dialogue to enhance multichannel communication among all sectors of society, with the view of supporting policy formulation, addressing policy recommendations and policy proposals

### Milestones of MIFTAH's Journey (1998-2021)

Date/Period	Event/Milestone	Implications/Results
1998	Establishment of the Palestinian Initiative for the Promotion of Global Dialogue and Democracy - MIFTAH in Jerusalem.	
1999	Convening "The Palestinian Experts Conference on Final Status Issues"	Covered the five main issues in the negotiations and published a book with the papers and proceedings.
2000	<p>Convening a conference on "Palestinian Refugees and the Future of UNRWA"</p> <p>MIFTAH initiated the creation of the Coalition Accountability and Integrity - AMAN</p> <p>The establishment of MIFTAH's website for the presentation of the Palestinian narrative; press releases, factsheets, MIFTAH's perspective, key issues...</p>	<p>Covered the refugees' status as a core issue in the negotiations and published a book with the papers and results.</p> <p>AMAN was hosted in MIFTAH for 4 years</p>
2001	MIFTAH set up an office in Ramallah due to the continuous closure and restriction of movement of its staff members to the headquarters in Jerusalem.	The Jerusalem office remained until 2008 and was forced to close due to the continuous Israeli measures and restrictions
2002	<p>Initiating the "Empowerment of Palestinian Women Leadership" program</p> <p>Convening the National Conference on Integrity, Transparency and Accountability in Palestine</p> <p>MIFTAH underwent a restructuring process</p>	<p>The crystallization of a perception regarding empowering women leadership in the public sphere /different fields: Elections, politics, media, and Economics.</p> <p>MIFTAH started conducting public (town-hall) meetings in the different districts of the WB to advocate women's active citizenship due to the need for raising public awareness on women's involvement in the electoral process and in areas of active political participation.</p>
2003	<p>MIFTAH started its work on the Empowerment of Palestinian Women Leaders in Elections to support affirmative action towards women's representation</p> <p>Empowerment of young Palestinian political leaders in West Bank and Gaza Strip</p>	The need for women presence and participation in the elections emerged. Miftah has therefore established electoral support points.
2004	MIFTAH set Women Electoral Support Points (WESPs) in several areas in the West Bank and Gaza Strip. These points provided the framework for reaching out to and building the capacity of both women incumbents and first-time candidates.	MIFTAH worked on strengthening the capacity of the national team for a gender-response national budget

Date/Period	Event/Milestone	Implications/Results
	<p>MIFTAH took the initiative in working on Gender review of the Palestinian national budget</p> <p>MIFTAH started working with and supporting women candidates for local councils and municipal elections.</p> <p>AMAN was officially registered as an independent organization.</p> <p>MIFTAH has incorporated GBV in its work.</p>	
2005	<p>MIFTAH worked on Monitoring Media Coverage in Presidential Elections.</p> <p>Printing of a photo essay book by Osama Silwadi documenting Palestinian culture and history</p> <p>MIFTAH initiated the work on Gendered, Peace and Security</p>	Production of a lexicon of GBV terms and concepts documenting best practices of participating organizations in the coalition of NGOs combating violence against women.
2006	<p>Dr. Hanan Ashrawi resigned as the Secretary General and became the chairperson of MIFTAH's BoD.</p> <p>MIFTAH began its task in enhancing the role of civil society in the legislative process</p>	
2007	MIFTAH initiated the 1325 coalition and translated the resolution to Arabic and contextualized it.	
2008	<p>MIFTAH started working on gender responsive budgeting in local councils</p> <p>MIFTAH started working on the Economic Empowerment of Women through Income Generating Projects in Marginalized Areas including Jerusalem.</p>	
2009	<p>MIFTAH has pushed for the inclusion of gender budget at the official level.</p> <p>Development of a model for social transformation in conflict targeting youth</p>	An official decision was made to include a gender budget in all ministries' budgets.
2010	<p>MIFTAH published a report about media censorship.</p> <p>MIFTAH has undergone a restructuring process.</p> <p>The establishment of grassroots committees to support the 1325.</p>	
2011	Strategic planning and restructuring	Categorization of MIFTAH's work on two main programs; Palestinian Narrative and Democracy and Good Governance

Date/Period	Event/Milestone	Implications/Results
2012	Establishment of the Youth Network	
2013	MIFTAH was attacked by the NGO Monitor  MIFTAH became a member in the regional Karama network	Downsizing of MIFTAH's work on disseminating the Palestinian narrative
2014	MIFTAH started documenting the Israeli violations and crimes in relation to women and participated in the CSW international conference	
2015	MIFTAH continued to work on gender budget and social justice with several ministries.  National women conference for ending the political division  MIFTAH hosted a staff delegation (Aides of the U.S. congress members).	The Ministry of Social Development introduces the citizen budget based on MIFTAH's intervention.
2016	MIFTAH hosted a congressional delegation.  New strategic plan	
2017	Activating the Palestinian Narrative program through facts and figures and hosted by MIFTAH	
2018	Change in MIFTAH's executive management  Expansion on MIFTAH's Fiscal Justice Program	Fiscal justice became a major component of MIFTAH's work
2019	MIFTAH organized to host a second congressional delegation, which was banned from entry by the Israeli occupation.  MIFTAH BOD authorizes one of its members to oversee MIFTAH's work	Revamping the 2 <sup>nd</sup> program became a priority at MIFTAH in order to present the Palestinian narrative to a wider audience using modern tools
2020	MIFTAH adhered to the Cabinet's decision of total lockdown due to the spread of COVID-19 and took precautionary measure (closed its offices and relied on virtual means) for lengthy periods Recruitment of a new Executive Director  MIFTAH has joined the ECOSOC	Emergency response interventions due to COVID-19  Development of a Disaster Recovery Plan (DRP)
2021	New Strategic Plan  Development on MIFTAH's work in Gaza	Restructuring within MIFTAH

MIFTAH has embarked upon a planning process aiming at developing a new strategic plan that will guide the development and implementation of its various interventions in the coming five years (2022-2026). In order to capture the essence of MIFTAH's work and experience, the planning process involved members of the board of directors, the management as well as its staff in an in-depth strategic analysis and discussion about the current situation of the organization. The outcome was a reaffirmation and development of MIFTAH's future vision, mandate, and strategies that appropriately address the challenges and make use of the new potentials inherent in the prevailing context and adverse conditions of the Palestinian civil society. The key issue in this respect has been to safeguard and promote the distinctive character and identity of MIFTAH, while enhancing its programmatic coverage and implementation's effectiveness.

The document below summarizes the main features of the Strategic Plan. After a quick review of the major historical milestones and experiences that influenced the shaping of today's MIFTAH, an analysis of the existing main internal and external environment and the identified strategic issues are outlined. The document then presents MIFTAH's vision and mission statement of which the main strategic goal and the strategic objectives are derived. The document concludes with a Risk Assessment and Mitigation plan. As annexes, the document includes a detailed Logical Framework together with relevant Monitoring and Evaluation sheets.

## II. CONTEXT, PREVAILING ENVIRONMENT AND MAIN STRATEGIC ISSUES

### Context Analysis

For decades two legal systems have been applied in the OPT: one for Palestinians, and the other for Jewish-Israeli settlers and those eligible to immigrate under the Israeli *Law of Return*. The latter are subject to Israeli civilian law (Israeli Basic Law), whereas Palestinians are subject to a complex mixture of Ottoman, British-, Jordanian law, emergency regulations and over 1,500 Israeli military orders.

Rights violations based on the Israeli system of extreme inequality and institutionalized discrimination involve planning and zoning rights including house demolitions and freedom of movement, as well as residency rights. Most importantly, Israel denies the Palestinians the right to self-determination. In essence, the right to self-determination is the basis for the implementation of the most important fundamental rights and freedoms.

The recognition of Israel as an Occupying Power does not relinquish the responsibility of the Palestinian Authority (PA) in the West Bank and the de-facto authorities in the Gaza Strip under international law, notably human rights law. In addition, the PA signed and ratified more than 55 international treaties including the main human rights treaties.<sup>1</sup> Here it is important to note that the PA's accession to human rights treaties did not diminish the obligations of Israel under international human rights law and international humanitarian law within the OPT.

### National Developments

The 2017-22 National Policy Agenda of the PA states that social justice and the rule of law is a cross cutting issue and focuses on the efforts to create a state for all its citizens based on democratic principles and accountability.<sup>2</sup> The Agenda, furthermore, acknowledges the need to “eliminate all forms of discrimination and violence against women and to remove barriers that prevent the full participation of women in community and economic development and public life.”<sup>3</sup>

The occupation set up significant barriers to the Palestinian Authorities effective governance. The PA has limited authority and next to no influence in Gaza, Area C including the Seam Zones in the West Bank as well as East-Jerusalem. Even though the PA has signed all relevant human rights treaties and international humanitarian law conventions, its human rights record towards the Palestinian population has been severely criticized by numerous human rights organizations. The PA is limiting the right to freedom of expression and assembly as well as restricting the rights of human rights defenders and critical journalists.<sup>4</sup> Human rights and social media activists have been targets of the PA in recent years.<sup>5</sup>

Hamas on the other hand, detained 4,235 people, including 66 for social media posts. Since June 2007, 25 people have been executed “following trials that lacked appropriate due-process protections.

<sup>1</sup> National Policy Agenda 2017-2022, page 21.

<sup>2</sup> National Policy Agenda 2017-22: [http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/palestine\\_draft\\_final\\_npa.pdf](http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/palestine_draft_final_npa.pdf)

<sup>3</sup> Ibid.

<sup>4</sup> For example: HRW (2018). Palestine: Authorities Crush Dissent: <https://www.hrw.org/news/2018/10/23/palestine-authorities-crush-dissent#>

<sup>5</sup> For example: Amnesty International (2019). Palestine: Authorities must drop charges against human rights defender Issa Amro: <https://www.amnesty.org/en/latest/news/2019/03/palestine-authorities-must-drop-charges-against-human-rights-defender-issa-amro-for-peaceful-criticism/> and Omar Shakir (2020). Palestinian Authority Jails Journalist Again Over Facebook Post. HRW: <https://www.hrw.org/news/2020/06/25/palestinian-authority-jails-journalist-again-over-facebook-post>



The independency of the Palestinian judiciary is severely hampered by two presidential decrees issued by President Mahmoud Abbas in 2019<sup>6</sup> and recent developments from late last year in which the Palestinian High Judicial Council was dissolved, and several judges were forced to retirement.<sup>7</sup>

The dissolution, of the Palestinian Legislative Council (PLC) has resulted in the executive branch's exercise of law-making power by issuing decrees in violation of Article 43 of the Palestinian Basic Law, which restricts it to cases of necessity that cannot be delayed, and largely without community and political participation. In the Gaza Strip the de-facto government issues regulations that have affected public rights and freedoms.<sup>8</sup>

Parliamentary and presidential elections should be held every four years according to Palestinian law but have been delayed since 2010. Elections were announced to take place this year (2021) to restore the PLC but did not take place.<sup>9</sup>

### Women and Youth

The current inclusion of women within institutional Palestinian politics in the West Bank and Gaza Strip remains limited. The PLC has a 20% quota of women, the PLO Executive Council has currently no women out of 15 members and out of the 16 governorates in the West Bank and Gaza, only the governorate of Ramallah has a female governor.<sup>10</sup> Similarly, the PA cabinet has three female ministers out of 22.<sup>11</sup> In addition, the average age of the cabinet members does not correspond by a large gap with the average age of the society.

Palestinian young people (aged 15-29) comprise almost one-third of the population and this demographic continues to grow rapidly.<sup>12</sup> About 20% of young people participate in community volunteer work; with around 7% participated in community development activities, about 5% in educational activities, 6% in fundraising activities, around 6% as members of sports clubs, 3% enrolled in civil and cultural associations, 1.5% of the youth belong to political parties or movements.<sup>13</sup>

Meaningful participation of women and youth is limited or often even excluded from both local and national formal and informal decision-making processes.

### Palestinian Civil Society

The number of Palestinian civil society organizations (CSOs) is estimated at 4,616 with a total of 42% in the West Bank, 31% in the Gaza Strip, 11% in East Jerusalem, and 14% outside of the OPT. Around 60%

<sup>6</sup> Palestinian Centre for Human Rights (2019). Palestinian President Undermines Judiciary Independence: <https://www.pchrgaza.org/en/palestinian-president-undermines-judiciary-independence/>

<sup>7</sup> Palestinian Human Rights Organizations Council (2020). Independence of the Palestinian Judicial System: <https://www.aman-palestine.org/en/activities/13487.html>

<sup>8</sup> Ibid.

<sup>9</sup> AlJazeera (2021). Uncertainty as Palestine's Abbas announces elections: <https://www.aljazeera.com/news/2021/1/17/uncertainty-as-palestines-abbas-announces-elections>

<sup>10</sup> Mapping Palestinian Politics (2020). [https://ecfr.eu/special/mapping\\_palestinian\\_politics/executive\\_committee/](https://ecfr.eu/special/mapping_palestinian_politics/executive_committee/)

<sup>11</sup> Yara Hawari (2019). The Political Marginalization of Palestinian Women in the West Bank. Al Shabaka.

<sup>12</sup> Palestinian Central Bureau of Statistics (2016). Palestinian Youth Survey of 2015.

<sup>13</sup> Talal Abu Rukba (2018), Fact Sheet on the Reality of Youth in Palestinian Society, The International Commission to Support Palestinians' Rights (ICSPR); Palestinian Central Bureau of Statistics, (2016) Palestinian Youth Survey of 2015.

classifies as grassroots organizations. Palestinian CSOs receive an estimated funding of one billion and 600 million dollars annually and provide more than 40,000 paid jobs.<sup>14</sup>

The protection gap stemming from the lack of efficient local or regional accountability mechanisms is challenged by international advocacy. International advocacy, among others seeks to raise awareness about the situation in the OPT in third party countries to increase political, diplomatic, or economic pressure on Israel to fulfil its international obligations and to adhere to the rule of law including international principles and norms.

However, Palestinian CSOs face growing difficulties in their work due to an environment of constraints, restrictions, and obstacles. While the PA adopts laws and policies to control these organizations and jeopardize their independence, Israel continues to attack CSOs, especially human rights organizations, to undermine their credibility and dry up their funding sources. Restrictions are experienced differently depending on the geographical context, type of organization and the nature of their work. Israel does not tolerate any objection to its system of control and tries to silence intentional as well Israeli and Palestinian CSOs who uphold international law and the rights of Palestinians.

### MIFTAH INTERNAL ENVIRONMENT

The assessment of MIFTAH's accomplishments over the years clearly shows that it has accumulated and maintained much **strength** and abundant human and physical assets, which have rendered it to become a leading Palestinian organization that tackles accountability and social justice issues. At the same time, the assessment depicted some internal challenges (**weaknesses**) that need to be addressed. Both, internal strengths and weaknesses are outlined in the following table:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>- Well-known, respected and accountable and transparent organization</li> <li>- Maintains independence and objectivity</li> <li>- Social justice oriented</li> <li>- Enlightened, open, democratic discourse</li> <li>- The board of directors is composed of respected members of the Palestinian society</li> <li>- Geographical outreach (West Bank including Jerusalem and Gaza)</li> <li>- Internal system and procedures</li> <li>- Professional staff</li> <li>- Diversified fund</li> <li>- Diverse, needs-based programs and interventions</li> <li>- Accumulated successes and achievements feed into the interventions</li> <li>- Ability to reach and influence decision makers</li> <li>- Source of information for publications, manuals, documentations especially in financial sphere and budget</li> <li>- ECOSOC membership</li> </ul>	<ul style="list-style-type: none"> <li>- Confusion in MIFTAH identity</li> <li>- Gap between the BoD and the staff</li> <li>- Society's perception of MIFTAH as a feminist organization</li> <li>- Limited vision regarding the Palestinian Narrative Program</li> <li>- Limited follow-up on recommendation of general policy meetings</li> <li>- Weak information management system</li> <li>- Limited staff capacities in specific programmatic interventions</li> <li>- Outsourcing of MIFTAH studies, research and publications</li> <li>- Modest promotion of MIFTAH's work through media</li> <li>- Limited follow-up, monitoring and evaluation of field work</li> <li>- BoD's do not represent the organization's geographical outreach Administrative and routine procedures consume a lot of time</li> <li>- Absence of a full fledged Gaza branch</li> </ul>

<sup>14</sup>Ashraf Sukar, Ahd Jaradat (2020) Civil Society Organizations and Palestinian Youth: Challenges of the Role, The Palestinian Centre for Policy Research and Strategic Studies - Masarat

<u>Strengths</u>	<u>Weaknesses</u>
- Good male-female balance in staff	

### MIFTAH EXTERNAL ENVIRONMENT

The prevailing external conditions provide new **opportunities** for MIFTAH yet pose some **challenges/threats**. The most important are presented in the following table:

<u>Opportunities</u>	<u>Challenges/Threats</u>
<ul style="list-style-type: none"> <li>- Abundance of information and research</li> <li>- Enhanced incubation and sponsorship of public dialogue</li> <li>- Reform of public and state organizations</li> <li>- Spreading the developed Palestinian narrative by deploying social media</li> <li>- Arising and pressing social and political issues which MIFTAH can tackle</li> <li>- Networking and spreading MIFTAH's vision within relevant platforms</li> <li>- Diversification of fund</li> </ul>	<ul style="list-style-type: none"> <li>- The occupation and the political situation</li> <li>- Internal Palestinian issues especially the division and absence of a PLC</li> <li>- Fragmentation of the Palestinian society</li> <li>- The decline of local sources of fund</li> <li>- Limited rule of law and the rise of conservative/patriarchal societal forces</li> <li>- NGO monitor and similar organizations</li> <li>- Conditional funding and the shrinking spaces for the Palestinian civil society</li> <li>- Escalation in PA restrictions of Palestinian Civil Society Organizations.</li> <li>- COVID-19 and similar pandemics and natural disasters</li> </ul>

**MAIN STRATEGIC ISSUES**

Based on its analyses and understanding of the context and the prevailing internal and external environment, MIFTAH will focus during the coming five years on tackling the following main strategic issues:

1. Fortifying a platform for policy dialogue
2. Promoting the Palestinian narrative on international level
3. Further institutionalization and development of MIFTAH and its cadre

### III. MIFTAH STRATEGIC DIRECTION

#### MIFTAH VISION

A sovereign, independent, democratic, tolerant and inclusive Palestinian state, which grants Palestinians their basic rights, preserves their dignity, and enjoys international recognition and respect

#### MISSION STATEMENT

Established in 1998, MIFTAH seeks to promote the principles of democracy and good governance within various components of Palestinian society; it further seeks to engage local and international public opinion and official circles on the Palestinian cause. To that end, MIFTAH adopts the mechanisms of an active and in-depth dialogue, the free flow of information and ideas, as well as local and international networking

#### MIFTAH CORE VALUES

- Transparency
- Accountability
- Credibility
- Integrity
- Objectivity
- Independence
- Professionalism and work ethics
- Participation and inclusiveness
- Nondiscrimination
- Equality and Gender responsiveness

#### STRATEGIC GOAL AND OBJECTIVES

##### Strategic Goal

To contribute to enacting the rule of law and realizing the Palestinian aspiration of self-determination and independence.

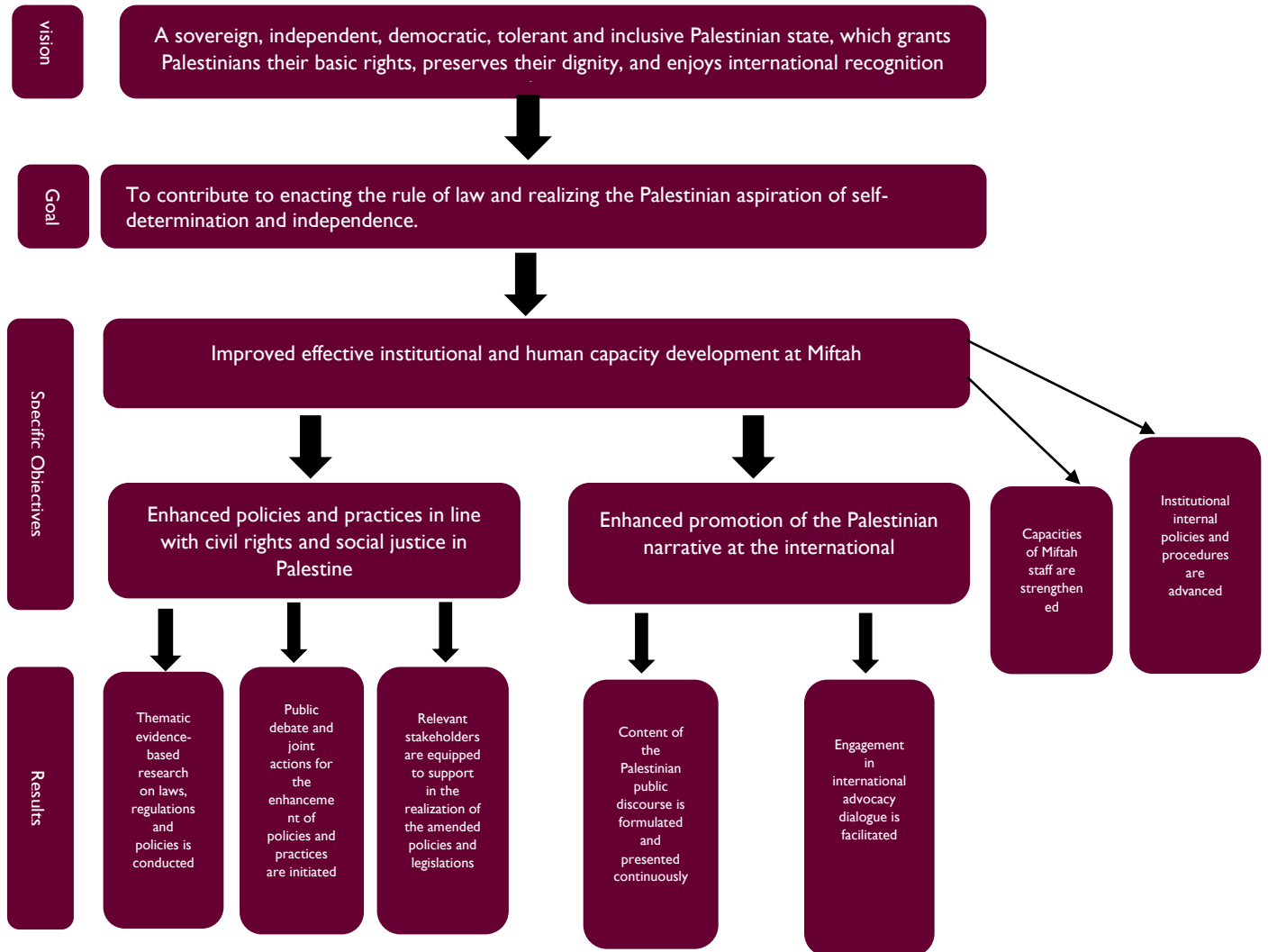
##### Specific Objectives

In the coming five years, MIFTAH will strive to achieve the following strategic objectives:

Specific Objective 1: Enhanced policies and practices in line with civil rights and social justice in Palestine

Specific Objective 2: Enhanced promotion of the Palestinian narrative at the international level

Specific Objective 3: Improved effective institutional and human capacity development at Miftah



## **IV. MIFTAH SCOPE OF WORK AND PROGRAMS**

### **MIFTAH Scope of Work and Programs**

MIFTAH is an independent Palestinian civil society institution committed to fostering the principles of democracy and effective dialogue. MIFTAH is dedicated to Palestinian nation-building and empowerment on the basis of the principles of democracy, human rights, rule of law, and participatory governance.

MIFTAH seeks to promote the principles of democracy and good governance within various components of Palestinian society; it further seeks to engage local and international public opinion and official circles on the Palestinian cause. To that end, MIFTAH adopts the mechanisms of an active and in-depth dialogue, the free flow of information and ideas, as well as local and international networking.

### **MIFTAH Programs**

To achieve the strategic goal, MIFTAH will work within two main programs: Good Governance and Democracy AND Communication and Public Diplomacy. The programs' interventions will be highly interrelated to facilitate cohesion within MIFTAH's work while concentrating on key areas, mainly democracy, good governance, rule of law, public diplomacy, and human rights.

For each program, the corresponding objectives and approaches outlined below provide guidance and the basis for actions.

#### **1. Good Governance and Democracy Program:**

The Good Governance and Democracy Program works towards enhancing policies and practices in line with civil rights and social justice in Palestine. Here, MIFTAH will work on identifying pressing key policies and laws that need amendments, reform or formulation of new policies and legislations. These policies and legislations will be revisited based on international human rights conventions and MIFTAH's core values. This program will rely on three main pathways: fostering national dialogue and policy formulation, research and documentation, and empowerment of MIFTAH's constituencies (mainly youth and women).

Fostering national dialogue will include the facilitation of public meetings, and key figures dialogue in order to tackle the shortcomings of the identified policies and laws. The platform will be joined by representatives of the Palestinian society be they on official and decision-making level, private sector, relevant CSOs and CBOs, and political parties. The platform will serve as an opportunity for these various forces to discuss the policies and laws to present forth suggestions and modifications when applicable. These modifications will be based on prior research and mapping conducted by MIFTAH.

To identify the gaps in the applied policies and legislations and provide reform policy recommendations, MIFTAH will conduct thematic evidence-based research on laws, regulations and policies. This evidence will set the basis for the dialogue, contribute to policy formulation and support joint advocacy efforts with networks and coalitions at the national, regional and international level.

MIFTAH will also work on empowering relevant stakeholders to institutionalize the adopted policies and procedures. MIFTAH will target youth and women to enhance their political participation with focus on elections and enhance their civic engagement in spreading democratic values. Additionally, MIFTAH will continue to support civil servants to institutionalize the adopted policies and procedures.

***Main interventions under this program are:***

1. Conduct analytical research, financial analysis, reviews and opinion polls of different policies, laws and services.
2. Generate needed content and use media to reflect the findings and the data collected.
3. Open national dialogue with relevant stakeholders to reach consensus on proposed policies and procedures.
4. Provide capacity building opportunities for youth and women (and other relevant stakeholders) to support in the realization of the amended policies and legislations

**2. Communication and Public Diplomacy Program:**

The program aims at an enhanced promotion of the Palestinian narrative at the international level. Through this program, MIFTAH will work on two main pathways: continuously develop, formulate, and present content of the Palestinian public discourse on the ongoing political situation; while the second pathway focuses on engaging in international advocacy. The formulation of the content will rely on international law that clearly illustrates the violations committed against the Palestinian people and does not compromise the basic human rights or the Palestinian aspiration for self-determination and independence. Through its already established relations in the international arena as well as the accessibility to international media outlets, MIFTAH will facilitate its engagement with the international community with the overall aim of raising their awareness regarding the issue of Palestine and motivating them to take actions.

***Main interventions under this program are:***

1. Continuously develop and formulate public diplomacy content in addition to the development of oral and written statements and positions.
2. Deploy different social media outlets to disseminate the developed content
3. Facilitate the dissemination of the narrative through international platforms, exchange visits and camps as well as receiving international delegations
4. Conduct policy meetings (briefings) with diplomatic missions and delegates



## Stakeholders Analysis

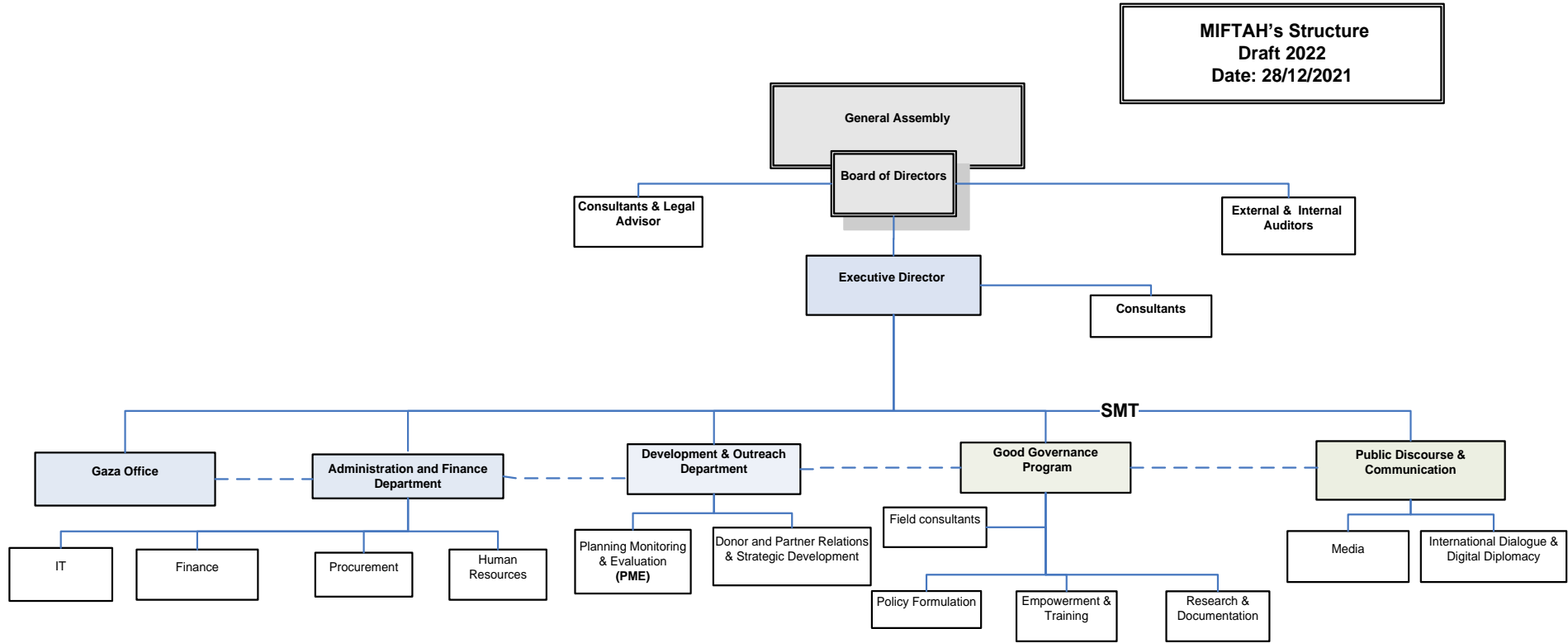
International partners	Type of relationship	Common/mutual activities	Assessment of current working relationship	Assessment of partnership in general	Recommendations
Donors- Governments and EU	Funding partnership	Funding and participating in MIFTAH's events	Collaboration and support	Good	Maintain open channels of communication and request longer term funding and support. Request their support in MIFTAH's efforts in promoting the Palestinian narrative
Donors- UN agencies	Funding and partnership	Joint advocacy events at the international and regional platforms, support MIFTAH's representation and participation in regional and international events: CSW, HRC, etc.	Partnership and cooperation	Very Good	Expand collaboration in MIFTAH's efforts for the promotion of the Palestinian narrative
INGOS	Funding and Partnership	Joint advocacy events, campaigning nationally, and internationally including advocacy trips and meetings with parliamentarians. Enhancing the civic space for Palestinian organizations through joint statements, positions	Partnership and	Very good	Engagement in MIFTAH's efforts in the promotion of the Palestinian narrative.
Local Partners	Type of relationship	Common/mutual activities	Assessment of current working relationship	Assessment of partnership in general	Recommendations
PA Institutions	Target of our advocacy work and part of the national dialogue	Accountability, capacity building and dialogue	MIFTAH enjoys a good relationship with PA institutions especially with those within the social sector	Good	Continue support institutions and ministries within the social sector and others that are relevant to MIFTAH's interventions
Palestinian like-minded CSOs	Networking and partnership	Dialogue, campaigning and advocacy initiatives nationally and internationally	MIFTAH leads in advancing policy formulation and fostering dialogue	Very good	Reaching consensus on women issues in lobbying and campaigning; PSL, Family Protection, gender equality in elections...
Palestinian Political Parties	<b>Leftist:</b> Indirect beneficiaries,	Dialogue and capacity building (youth and women cadres)	Engagement in dialogue and capacity	Good	Getting clear positions from these parties in support and adoption of policy

	recipients, supporters		building interventions.  Joint positions and statements		recommendations and reform of legislations
	<b>Right wing and fundamentalists:</b> Blockers, targets of advocacy work	Dialogue and campaigning	Engagement in dialogue Not responsive to campaigning	Neutral	Establishing new entry points within these parties.
Palestinian CBOs	Beneficiaries	Empowerment and capacity building	There is a minimal relationship and limited to capacity building since MIFTAH works on policy level.	Weak	Activate their role in enhancing the social dialogue at the community level.
Feminist coalitions (Amal, Karama, 1325)	Membership, networking and supporter	Advocacy, capacity building, strategic planning.	Collaboration and agreement on shared principles; equality, combating violence, civil legislations...	Very good	Engagement of young generation in leading the coalitions.
Private sector	Donor	----	----	Weak	To activate their engagement in the policy dialogue and policy formulation based on social justice and social responsibility.
Marginalized segments of the Palestinian society	Beneficiaries	Collecting evidence and documentation of violations for the policy formulation	Addressing focused interventions responsive to their priorities.	Very Good	Support their engagement as community forces in social dialogues.
Palestinian unions	Beneficiaries	Campaigning and capacity building,	Requires further enhancement to serve MIFTAH's strategic objectives	Good	To share the adopted policy proposals among their constituencies.

**Restructuring of Miftah**

As part of the planning for the Strategic Plan, a modified organizational structure for MIFTAH has been developed, through which functions and responsibilities are streamlined, ensuring smooth and efficient implementation of the plan and facilitating communication in and between the two programs and their units. The revised organizational chart is presented below:

### MIFTAH Modified Organization Structure



## **V. RISK MANAGEMENT FRAMEWORK**

Risk analysis involves consideration of the causes and sources of risk, their negative and positive consequences, and the likelihood that those consequences can occur. Factors that affect consequences and likelihood should be identified. Risk is analyzed by determining consequences and their likelihood, and other attributes of the risk. An event can have multiple consequences and can affect multiple objectives.

### **Data source**

The risk analysis process uses data and information from the following non-exhaustive list of documents and data source:

- Lessons learned and best practices
- Historical data (patterns, trend)
- Programs/unit strategy, objectives and KPI
- Financial statement, annual report and budget
- Any other documents useful in detecting past, present or future risks

### **Likelihood (probability)**

The risk analysis is linked to the level of probability of its occurrence, and these are divided on a scale of the following categories:

- Almost certain
- Likely
- Moderate
- Unlikely
- Rare

### **Likely Effect:**

The consequences of the identified risk are laid down

### **Treatment and Mitigation**

A number of treatments can be considered and applied either individually or in combination. The organization can normally benefit from the adoption of a combination of treatment options. The mitigation measures should clearly identify the general steps to be taken in order to mitigate the anticipated risks.

## Risk Management Framework

Description	Risk	Likelihood	Likely Effect	Mitigation Measures
<b>Political</b>	Escalation of Israeli attacks and aggression against Palestinians; settler violence and military attacks in Gaza and the West Bank including Jerusalem (house demolitions and forcible displacement)	High	Setting of new priorities that will diverge from the original plans leading to working under emergency conditions and implementation of emergency response interventions. This might create an opportunity to expand our work on international advocacy	MIFTAH's planned interventions to include activities relevant to the occupation contexts with a margin for ad-hoc activities in terms of policy dialogue and emergency response
	Expansion of the smear campaigns against Palestinian organizations by the Israeli government to include MIFTAH and labeling it as a "terrorist organizations"	Medium	Shrinking of civic space to limit MIFTAH's international advocacy work, and restrict its funding opportunities	Engage in international advocacy with other local organizations to put an end to the Israeli efforts in addition to diversifying funding sources.
	Continuation of the political split with no elections on the horizon; absence of a PLC	High	Absence of any accountability body for the government, issuing of new legislations are done through presidential decrees with no input from civil society.	MIFTAH will continue to foster dialogue and formulate policies that do not require a PLC and propose amendments to legislations to be presented to the Cabinet in line with relevant international conventions and treaties
	Increased restrictions from the PA on civil society organizations and civic space; crack down on freedoms and issuing of laws	Medium- High	Shrinking of civic space and limitations to the work of civil society in general	Building coalitions and networks and fostering dialogue to combat these efforts; joint statements and advocacy efforts
<b>Socio-Economic</b>	Increased attack from extremist groups on MIFTAH and its work	High	Ongoing cyber bullying on MIFTAH's online publications and push back on progressive policies and legislation that MIFTAH tries to promote	MIFTAH will continue its efforts to advocate for progressive policies and legislations with focus on increasing the awareness on human rights principles and equality

Description	Risk	Likelihood	Likely Effect	Mitigation Measures
	Financial crisis of the PA continues	High	The priorities of government spending will be affected focusing on salaries and ongoing programs on the expense of vulnerable social groups	MIFTAH will focus its work on developing pro-poor/ vulnerable social groups policies
<b>Financial</b>	Donor priorities in funding change or additional restrictions (political) imposed by donors on Palestinian organizations	Medium	Decrease in MIFTAH's core and project-based funding which might lead to a decrease in MIFTAH's annual budget	Diversification of funding resources and focusing on Arab and private sector donors
	Fluctuation in the exchange rates against the ILS	High	Decrease in the value of donations received by MIFTAH to cover expenses in ILS, increase in rates of consultants due to the drop of USD and EUR values, and decrease in the value of staff salaries	MIFTAH will maintain a currency reserve in ILS. Increase the allocations for consultancy fees in the budgeting of new projects. Review of MIFTAH's salary scale

## VI. APPENDICES

### Logical Frameworks and Implementation Plan

In line with the afore-defined strategic directions, results frameworks for the various programs were drawn and are found in Appendix I. These shall provide the basis upon which budgets and annual implementation plans are developed. As part of the rolling planning and budgeting system, the results frameworks will be revisited and updated annually.

### Monitoring and Evaluation Framework

Based on the logical framework described in Appendix I, a results-based M&E system is developed. It will enable MIFTAH not only to track implementation and outputs systematically, but also to monitor and assess progress against its specific objectives, as well as to make sufficiently precise judgment concerning the attained results and challenges. It shall also be able to generate timely data and information that would provide continuous feedback on the progress of the implementation plan(s) and projects—leading to improved performance, better decision making, enhanced results, accountability and transparency. It will also be a source of knowledge capital for promoting organizational learning within MIFTAH and its partners.

The M&E system is to include a framework with clearly defined performance indicators that will enable MIFTAH to assess the achievement of the expected results. The framework will be reviewed annually and revised/modified in light of lessons learned, on-going donor harmonization/compliance efforts, and the evolving needs of the internal and external audiences. It will also be re-examined to ensure that all M&E elements remain relevant and effectively support management and organizational learning.

The Development and Outreach Department shall be responsible for developing appropriate procedures and tools for the ongoing data collection and review of the progress in indicators, whereas the responsibility for primary collection of data and information lies with various programs/units. As important is that the generated information is conveyed to the appropriate users in a timely fashion, so that the performance feedback can be used to improve management and ensure achievement of results. In this respect, the Development and Outreach Department shall be the main responsible body for analyzing, reporting and disseminating performance data and information.

Annual implementation plans and the strategic plan shall be monitored utilizing the M&E system, which comprises the following items:

1. Monthly review of expenditures/inputs
2. Monthly internal meetings of staff
3. Activity completion reports
4. Semi-annual review of outcomes
5. Budget review/adjustment
6. Annual externally audited financial report
7. Annual performance evaluation of the staff
8. Annual review and update of the results frameworks and medium-term fiscal frameworks: assessment of achievements at the outcome level and review of impact level (annual reports)
9. Mid-term review of externally funded programs/projects (depending on donors' requirement)
10. Final evaluation of externally funded programs/projects
11. Mid-term review of strategic plan
12. At the beginning of the fifth year, the strategic plan will be evaluated and updated