



Strategic Plan

Wafaq Society for Woman and Child Care

2017-2019

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WEFAQ's statement

Wefaq Society for Woman and Child Care is an independent non-profit community-based organization newly founded in 2010, but has been deeply rooted since 1997 as a branch of the women's department in Gaza Community Mental Health Programme on the course of fourteen years with specialized professional teams for supporting and advocating for women victims of violence. As a leading NGO concerned with women's issues, the board of directors at the GCMHP, and with the recommendation of Dr. Iyad Al-Sarraj, has granted permission to detach Rafah branch to form an independent CBO representing its own legal body under the name of Wefaq Society for Woman and Child Care.

Civil work has become of an immediate and affective necessity, and a crucial window to develop the Palestinian community and its institution in the various developmental domains. Charity and civil based organizations play an active role in fulfilling the needs of the Palestinian community and provide its members with a better future.

Throughout the recent years, civil work has significantly evolved in terms of strategic insight and kind and variety of provided services. Working fields for CBOs varied and extended our planning activities in efforts to transition from aid-based frameworks to those of development.

We aspire for this plan to be a guide paving the way to achieving WEFAQ's objectives. We value all efforts exerted to prepare this plan and we will not hesitate providing what's necessary to the successful implementation of our plan.

Head of Board of Directors

Mohammed Hassan Rashwan

Executive summary:

This document serves as the strategic plan of WEFAQ Society for Woman and Child Care in terms of the reality and future aspirations of WEFAQ. It also shapes and orients WEFAQ's future during the period from January 2017 to December 2019).

Efforts to prepare the strategic plan of WEFAQ commenced by a meeting with management, in which an executive work plan was deployed along with procedures conducted to facilitate accomplishing this mission. This was succeeded by a number of meetings and workshops in which with active participation of WEFAQ, a consultant worded WEFAQ's future plan, analyzed its internal environment, and identified strategic causes on which WEFAQ will work on during the coming 3 years. Working on this plan extended for three months starting June 2016 – Sept 2016. The consultant followed common strategic planning methodology at the beginning; which includes collecting data about WEFAQ and its internal and external environments, analyzing these data, interpreting variables facing WEFAQ, and identifying strategic causes and issues facing its administration. Thus, helping WEFAQ setting future policies, goals, and plans to deal with such variables in the light of WEFAQ's vision and mission.

Plan Preparation Methodology:

Preparation stage:

At this stage, the consultant contacted and coordinated with WEFAQ to agree upon a work plan to prepare the strategic plan in agreement with Islamic Relief. A focal point was appointed to coordinate with WEFAQ's administration throughout the stages of preparing the plan.

Data collection stage:

This stage aimed to feed the consultant with sufficient information necessary to build up a lucid understanding of the nature of WEFAQ's work and its surrounding environment. At his stage, we focused on collecting data on the following:

- ✓ WEFAQ's vision, mission, activities, and nature of work.
- ✓ WEFAQ's current and future strategy.
- ✓ WEFAQ's previous, current, and future projects.
- ✓ WEFAQ's management system.
- ✓ WEFAQ's target groups.

To achieve this purpose, we used the following tools:

- ✓ Revising documents and papers related to WEFAQ's strategies, goals, and programs.
- ✓ Consecutive interviews with WEFAQ's programs' managers, including the general introductory meeting.

Future framing stage:

In this stage, both WEFAQ's mission and vision were worded. Specifically, we answered the question "Where do we want to be?". It took place in the presence of representatives of WEFAQ's administration, its programs' managers, and a number of its employees.

Status-quo analysis stage:

This stage aimed at analyzing WEFAQ's internal and external environments using the SWAT analysis tool. It also included WEFAQ's strategic causes, in addition to target groups' analysis. The workshops and group interviews were incorporated for the purpose of analyzing WEFAQ's status to feed the prospective strategic plan with results and ideas. Such a plan that's prepared by WEFAQ itself with the help of the consultant.

Data editing, wording results, and plan production stage:

This stage comprises of collecting the main ideas, which are agreed upon by all parties contributing to the preparation of strategic plans, in addition to the final wording of WEFAQ's values, mission, and vision, thus, wording strategic goals (The Strategic Plan) of January 2017 to December 2019, and annual work plans. Outputs of this stage are as follows:

1. WEFAQ's vision
2. WEFAQ's mission
3. WEFAQ's values
4. Strategic analysis of WEFAQ: internal and external environment analysis.
5. Identifying strategic objectives and goals for WEFAQ.
6. Logical framework of the plan.
7. The strategy, based on the objectives and goals
8. Identifying performance-measurement indicators.
9. A detailed plan to WEFAQ's activities, along with general budget for 2017.

Strategic plan presentation and approval stage:

After the preparation of the plan, the consultant conducted with the cooperation of Islamic Relief a workshop with the presence of the board of WEFAQ's directors, and a number of its employees, for the purpose of presenting the final strategic plan.

Definitions and Terminology

- **Strategic Planning Team:** a group consisting of: members of the board of directors and employees with technical qualifications to carry on the process of strategic planning.
- **Coordinator:** one of the managers at the organization, responsible for coordinating with all parties concerned with the strategic plan.
- **Sub-coordinator:** a member of the planning team, responsible for following-up and coordinating a particular sector within the plan.
- **Planning:** an intellectual, documented task which contains: drawing steps, distributing tasks, and setting a mechanism to coordinate, orient, and monitor activities to achieve defined future goals.
- **Strategic Planning:** a process in which plans for the organization are set to serve on the long run in providing an effective management of environmental opportunities and risks in the light of weakness and strength points within the organization.
- **Operation-Action Plan:** an annual plan aims to identify programs, projects, and activities, set in harmony with the organization's strategic goals, to be achieved during one upcoming year.
- **Vision:** an advanced level of performance prospected by the organization's decision-maker to achieve.
- **Mission:** shows the purpose behind the existence of the organization and reflects its vital roles.
- **Strategic goal:** descriptive statements reflecting the desired transformation for the organization on the course of 3-5 years. It stresses the main general outputs and outcomes.
- **Objective:** the measurable output the organization aspires to achieve during one year time.
- **Target:** a detailed indicator of goal attainment, usually linked to a percent rate of objective fulfilment in a defined period of time.
- **Performance Indicator:** a sub-objective derived from an objective and measures level of achievement of the objective.
- **SWOT Analysis:** a graphic organizer to analyze the internal environment of an organization (strength and weakness points), and its external environment (opportunities and risks).
- **Strategies:** statements describing general methodologies, and ways to achieve the strategic goal.
- **Program:** a planned action covering a group of projects and activities which work to achieve long-term general goals.

- **Project:** a planned action concerned with achieving a short-term objective for the organization, and is linked to developing an outcome meeting the needs of concerned groups.
- **Follow-up:** an organized, planned, and consistent process, occurring periodically, and regularly to determine the compatibility of execution stages with approved goals and plans to identify dysfunctions and failures, defining their causes, and consistently correct them.

Working Mechanism

The stages of preparing the strategic plan are divided into a number of connected, consecutive stages that need periods of 2-3 months each, depending on the burden and size of the organization as shown in chart (1) as follows:

Steps of preparing the strategic plan	
Stage 1: Where are we? <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Internal and external evaluation (e.g. SWOT) </div>	<ul style="list-style-type: none"> ● Status-quo survey ● Stakeholders analysis ● Quality evaluation, reference setting ● Strategic issues
<div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Mission and principles </div>	<ul style="list-style-type: none"> ● Defining the organization's mission ● The organization's values ● Management and employees
Stage 2: Where are we going? <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Vision </div>	<ul style="list-style-type: none"> ● Defining what is the organization characterized by. ● Defining future direction
<div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Goals and objectives </div>	<ul style="list-style-type: none"> ● Results desired after 3+ years ● Defining goals and targets
Stage 3: How are we going to get there? <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Action plan </div>	<ul style="list-style-type: none"> ● Defining access strategies ● Preparing work plan ● Resource distribution
Stage 4: How do we evaluate? <div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Performance indicators </div>	<ul style="list-style-type: none"> ● Defining means of measurement ● Defining indicators
<div style="text-align: center; border: 1px solid black; padding: 5px; margin: 10px auto; width: 80%;"> Monitoring and Evaluation </div>	<ul style="list-style-type: none"> ● Follow-up systems ● Information Management

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|--|--|
| | <ul style="list-style-type: none">• Plan direction assurance |
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Strategic planning team

The strategic plan was developed with an active participation of the strategic planning team, which comprises of:

- Higher management represented by a member of WEFAQ's board of directors.
- Executive management and its workers
- A representative from the local community, which is an added value of great benefit to WEFAQ.

Attached is a list of the names of the strategic planning team members

Requirements for realizing the strategy

1. Defining clear and measurable goals on the level of the organization as an entity.
2. Wording policies. Being considered a behavior code.
3. Balanced distribution and privatization of resources to achieve management-specific goals.
4. Building and qualifying a suitable organizational structure that follows the strategy.
5. Effective leadership for organizational operations "incentives and sanctions"
6. Building and developing managerial and leadership capacities and qualifications.
7. Preparing a timeline and defining responsibilities to execute the strategic plan
8. Creating an organizational environment that encourages efforts to execute the strategic plan.
9. Founding effective managerial information systems to prepare requested data on time.

Obstacles and risks, and overcoming mechanisms

As explained through the logical framework of the strategic plan, there are many hypotheses and risks that the execution of the strategic plan might encounter. Since such risks form real challenges to the success or failure of the plan, the process of strategic planning and SWOT analysis will contribute to providing a group of solutions and strategies to deal with such risks as follows:

- 1- Instability of the sources and volume of funding

Proposed strategy:

- Activation of the local community's contributions.
- Finding different funding sources.

- Activation of partnership programs with other organizations
- 2- Lack of security and political stability:
 - Credence and activation of an emergency plan
 - Activation of self-reliance mechanism
 - Activation of the role of the local community
- 3- Funds directed into relief programs, and away from developmental programs
 - Finding new funding sources
 - Activation of partnership programs with other organizations
 - Activation of the local community's contributions.
 - Activation of lobbying and advocacy methods to persuade funding sources to redirect their funds.
- 4- Lack of a permanent location for WEFAQ's Headquarters:
 - Looking for founding a permanent WEFAQ's HQ.

Supervising, evaluating, and reviewing the strategy

Supervision is conducted on three levels:

1. Strategic supervision: aims to control the organization's strategy during and after implementation
2. Tactical supervision: aims to confirm that activities within managements are occurring according to predefined functional plans.
3. Operational supervision: aims to monitor workers' performance to ensure fulfilment of tasks and duties.

Stages of evaluating and revising the strategy

1. Revising strategy-specific hypotheses: are the conditions of wording the strategy the same, or did any changes in SWOT occur
2. Setting performance standards: such as quantity, quality, cost, and time standards.
3. Organizational performance measurement: comparing actual outcomes with expected outcomes to define deviations.
4. Decision-making and correctional procedures: the stage of taking matters back to their natural course

Attached is the monitoring and evaluation form

WEFAQ's vision

WEFAQ aspires to play an entrepreneurial role in empowering the community and women victims of violence, as well as endangered children to becoming in order for them to become active and responsible members in their communities.

WEFAQ's mission

WEFAQ is a non-profit civil-based organization aiming to empower endangered women and children through providing psychological, social, and legal support services in addition to economic empowerment and capacity building reaching for a safer environment, and a better life.

Values

WEFAQ abides by the following values to fulfill its vision and mission:

- Reinforce the principles of human rights, which include: justice, equality, accountability, rule-of-law, transparency, tolerance, respect, involvement, and non-discrimination.
- Empower marginalized groups, including children and women, and integrating gender within all programs and activities implemented by WEFAQ.

Strategic goals:

NGOs are living in a highly complicated and changing environment. The political, social, economic, and technological variables of such environment are getting more complex day after another, and available opportunities are dramatically changing as well, which makes the administration's role in achieving the goals of this organization a difficult matter. In addition, the scarcity of monetary resources, and the difficulty of obtaining constant or stable financial resources further complicates this task. Most NGOs largely depend on external funding for their activities, whether in a large or small scale, which conditions the success of any planning the organization takes on, strategic planning in particular, on the possibility that this NGO gets an external funding, which compels those who conduct this operation to take this point in consideration and provide solutions by either strategizing the organization's process of obtaining funding -whether internal or external- or by wording its strategic plan in a way that facilitates dealing with its goals as externally-funded projects. Which is what we based WEFAQ's strategic plan on.

1st goal: Psychological, social, legal, and economic empowerment for women to limit poverty in the Palestinian community.

- Psychosocially rehabilitate women victims of violence.
- Legally empower women victims of violence
- Economically empower women victims of violence.

2nd goal: lobbying and advocating towards gender-based issues to desensitize the local community towards them

- Developing women's, girls', and teachers' skills and knowledge on gender issues in the framework of school environment.
- Activate the role of CBOs and INGOs in advocating for women's issues to support her community participation.
- Invest in media's role to advocate women's issues.

3rd goal: providing a safe environment to guarantee healthy psychological and educational growth of children

- Develop skills and knowledge of teachers and animators with methods and techniques of active learning.
- Raise levels of achievement for children subject to danger/violence.
- Provide psychological and social rehabilitation for children subject to danger/violence.
- Provide recreational services for children subject to danger and their guardians.
- Improve the community's awareness about endangered children's issues.

4th goal: building WEFAQ's capacities to optimize quality of provided services

- Reinforce partnership with local and international organizations.
- Reinforce administrative and professional capacities of the executive staff at Wefaq.
- Advance the Wefaq's information technology department.
- Improve levels of transparency and accountability for WEFAQ
- Develop physical and logistic capabilities for WEFAQ.

SWOT Analysis

Internal Environment Analysis	
<p style="text-align: center;">Strength</p> <ul style="list-style-type: none"> - An elected board of directors including 4 females, most of whom hold a university degree. - Cooperation and harmony among personnel - Encouraged exchange of experiences among personnel - Ability to work under pressure - Specialized and experienced personnel - Availability of three locations to manage different projects - Availability of furniture and logistics to implement activities. - Availability of a financial and managerial guide, which is highly activated and applied - Tight bonds with governmental and non-governmental local and international organizations - Local community is cornerstone to the operation and success of WEFAQ. 	<p style="text-align: center;">Weakness</p> <ul style="list-style-type: none"> - Limited ability for fundraising - Lack of specialists in psychological and legal support among members of the board of directors - Personnel needs constant capacity building to keep up with the needs of beneficiaries - Scarce need to a team specialized in project proposal writing - Workers' weakness in the fields of lobbying and advocacy - High competition with other organizations serving in the same field. - Lack of a location owned by WEFAQ - Need to upgrade furniture and the sole meetings room in WEFAQ.
External environment analysis	
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> - Ability to reach marginalized groups - High capacity to network with local organizations - A serious chance to build partnerships 	<p style="text-align: center;">Risks</p> <ul style="list-style-type: none"> - Lack of funding in general, and especially under current circumstances - Strong competition in the woman and child care sector

<p>with funding parties and obtain long-term funding.</p> <ul style="list-style-type: none"> - Forming coalitions and alliances with local and regional organizations. - Good chances to implement an income-generating project to activate self-funding for activities and administrative costs 	<ul style="list-style-type: none"> - Political instability, especially in the Gaza Strip - Bad economic state exacerbates needs - Low proportional funding of the Gaza strip in comparison to that of the West Bank. - Funding policies which do not allow administrative costs - Traditions and customs in the Palestinian community which prohibit women from participating in and receiving psychological and legal services - Mainstream culture of looking for relief packages as a window to providing services to marginalized groups.
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General logical frame of the strategic plan

First goal	Intervention Strategies	Performance Indicators	Measurement tools	Hypotheses and risks
Psychological, social, legal, and economic empowerment for women to limit poverty in the Palestinian community	<ul style="list-style-type: none"> - Psychosocially rehabilitate women victims of violence. - Legally empower women victims of violence - Economically empower women victims of violence. 	<ul style="list-style-type: none"> - Enhanced women's community participation - Enhanced psychological state of women - Defended cases of violence - Enhanced income for families headed by women 	<ul style="list-style-type: none"> ▪ Beneficiaries lists ▪ Logs and reports ▪ Performance evaluation system and polls ▪ Number of implemented projects ▪ Number of legal cases for women victims of violence 	<ul style="list-style-type: none"> ▪ Availability of funds ▪ Availability of professional personnel
Second Goal	Intervention Strategies	Performance Indicators	Measurement tools	Hypotheses and risks
Lobbying and advocating towards gender-based issues to desensitize the local community towards them	<ul style="list-style-type: none"> – Developing women's, girls', and teachers' skills and knowledge on gender issues in the framework of school environment. – Activate the role of CBOs and INGOs in advocating for women's issues to support her community participation. – Invest in media's role to advocate women's issues. 	<ul style="list-style-type: none"> - Enhanced gender-based skills for women - Enhanced awareness towards community issues - Increased number of women demanding their rights - Empowering female media - Number of training courses 	<ul style="list-style-type: none"> - WEFAQ's logs - Statements, reports and statistics charts - Focal groups - Interviews and surveys - Participation logs in training courses - Number of lobbying and 	<p>Risks</p> <ul style="list-style-type: none"> - Lack of funding - Lack of physical resources <p>Hypotheses</p> <ul style="list-style-type: none"> - Ease of access to target groups - Collaboration and interaction of community

		<ul style="list-style-type: none"> for grassroots organizations - Increased number of women with political participation - Levels of community participation 	<ul style="list-style-type: none"> advocacy campaigns to support women's rights. 	<ul style="list-style-type: none"> - The community's trust - Media attention towards women's issues
Third Goal	Intervention Strategies	Performance Indicators	Measurement tools	Hypotheses and risks
Providing a safe environment to guarantee healthy psychological and educational growth of children	<ul style="list-style-type: none"> - Develop skills and knowledge of teachers and animators with methods and techniques of active learning. - Raise levels of achievement for children subject to danger/violence. - Provide psychological and social rehabilitation for children subject to danger/violence. - Provide recreational services for children subject to danger and their guardians. - Improve the community's awareness about endangered children's issues. 	<ul style="list-style-type: none"> - Number of children with enhanced capacities - Quantity of recreational activities for children and their guardians - Social and domestic relations - Number of initiatives - Enhanced levels of academic achievement - Amount of psychological and health problems - Enhanced psychological and social state 	<ul style="list-style-type: none"> - Success stories - WEFAQ's data and stats - School report cards for children - Focal groups - Medical reports for health state - Number of children who participated in activities 	<p>Risks</p> <ul style="list-style-type: none"> - Lack of funding - Lack of physical resources - Lack of space - Increased demand of service exceeding the center's capacity - Lack of human resources <p>Hypotheses</p> <ul style="list-style-type: none"> - Familial and local community encouragement - Child-friendly spaces
Fourth Goal	Intervention Strategies	Performance Indicators	Measurement tools	Hypotheses and risks
Building WEFAQ's capacities to optimize quality of	<ul style="list-style-type: none"> - Reinforce partnership with local and international organizations. 	<ul style="list-style-type: none"> - Personnel performance levels - Enhanced organization's 	<ul style="list-style-type: none"> - WEFAQ's logs, reports, and statistic charts 	<p>Risks</p> <ul style="list-style-type: none"> - Lack of funding

<p>provided services</p>	<ul style="list-style-type: none"> - Reinforce administrative and professional capacities of the executive staff at Wefaq. - Advance the Wefaq's information technology department. - Improve levels of transparency and accountability for WEFAQ - Develop physical and logistic capabilities for WEFAQ 	<ul style="list-style-type: none"> performance - Written management system - Written financial system - Computerized accounting application - Organization's widespread reputation - Number and size of funding sources/projects - Availability of a documented management and financial accountability system - Number of female trained personnel - Organization's public mental image - Number of formed local committees 	<ul style="list-style-type: none"> - Performance evaluation system - Organization evaluation system - Funding agreements - Partnership agreements - Public polls - Memorandum of understanding for forming local committees 	<ul style="list-style-type: none"> - Lack of physical resources - Political instability <p>Hypotheses</p> <ul style="list-style-type: none"> - Ease of access to target groups - Community cooperation and interaction - Community's trust in WEFAQ - Professional funding proposals - Specialized professional personnel - Financiers' trust in WEFAQ
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Detailed Logical framework

Note: “Activities were planned to be implemented throughout the next three years taking in consideration the political, social, and economic conditions which might positively or negatively affect the implementation of such activities”

Goal	2017			2018			2019		
	Activity	Outputs	Measurement indicator	Activity	Outputs	Measurement indicator	Activity	Outputs	Measurement indicator
G1	Home visits to categorize target groups.	Conduct 100 visits in endangered locations	Visit logs and beneficiaries’ data	Home visits to categorize target groups.	Conduct 100 visits in endangered locations	Visit logs and beneficiaries’ data	Home visits to categorize target groups.	Conduct 100 visits in endangered locations	Visit logs and beneficiaries’ data
	Home intervention visits	Conduct 50 emergency intervention visits	Visit logs and beneficiaries’ data	Home intervention visits	Conduct 50 emergency intervention visits	Visit logs and beneficiaries’ data	Home intervention visits	Conduct 50 emergency intervention visits	Visit logs and beneficiaries’ data
	Home intervention visits	Conduct 50 emergency intervention visits	Visit logs, Beneficiaries’ data, analyzing and evaluation case status	Home intervention visits	Conduct 50 emergency intervention visits	Visit logs, Beneficiaries’ data, analyzing and evaluation case status	Home intervention visits	Conduct 50 emergency intervention visits	Visit logs, Beneficiaries’ data, analyzing and evaluation case status

Organize workshops, lectures, and seminars	Workshops and training courses	200 workshop beneficiaries, both men and women	Organize workshops, lectures, and seminars	Workshops and training courses	200 workshop beneficiaries, both men and women	Organize workshops, lectures, and seminars	Workshops and training courses	200 workshop beneficiaries, both men and women
Spreading awareness in GBV	Workshops and training courses	200 workshop beneficiaries, both men and women	Spreading awareness in GBV	Workshops and training courses	200 workshop beneficiaries, both men and women	Spreading awareness in GBV	Workshops and training courses	200 workshop beneficiaries, both men and women
Referral to psychological treatment for women victims of violence at specialized parties Conduct group and individual counselling sessions	Psychological support sessions Conduct group and individual counselling sessions	50 cases referred to receive psychological services 20 individual and group sessions	Referral to psychological treatment for women victims of violence at specialized parties Conduct group and individual counselling sessions	Psychological support sessions Conduct group and individual counselling sessions	50 cases referred to receive psychological services 20 individual and group sessions	Referral to psychological treatment for women victims of violence at specialized parties Conduct group and individual counselling sessions	Psychological support sessions Conduct group and individual counselling sessions	50 cases referred to receive psychological services 20 individual and group sessions
Organizing recreational activities such as open and recreational days.	Organizing open days and trips	5 recreational activities targeting	Organizing recreational activities such as open and	Organizing open days and trips	5 recreational activities targeting women	Organizing recreational activities such as open and	Organizing open days and trips	5 recreational activities targeting

			women	recreational days.			recreational days.		women
Legal and rights awareness for women victims of violence Provide individual legal consultations Conduct intervention visits as community mediation Refer women victims of violence to legal and judiciary representation and follow up with them	Conduct awareness sessions Number of visits by community mediation Cases where women were represented in courts	Number of sessions Number of visits Number of cases where women were represented inside Shariah courts	Legal and rights awareness for women victims of violence Provide individual legal consultations Conduct intervention visits as community mediation Refer women victims of violence to legal and judiciary representation and follow up with them	Conduct awareness sessions Number of visits by community mediation Cases where women were represented in courts	Number of sessions Number of visits Number of cases where women were represented inside Shariah courts	Legal and rights awareness for women victims of violence Provide individual legal consultations Conduct intervention visits as community mediation Refer women victims of violence to legal and judiciary representation and follow up with them	Conduct awareness sessions Number of visits by community mediation Cases where women were represented in courts	Number of sessions Number of visits Number of cases where women were represented inside Shariah courts	
Professional and managerial skills development for	Empower women with	Number of women who	Professional and managerial skills development for	Empower women with	Number of women who	Professional and managerial skills development for	Empower women with	Number of women who	

	women and youth Temporary employment for training female graduates Helping women heads of families to start income-generating projects	skills necessary to manage her projects	benefited from projects Number of women benefited from temporary employment Number of women benefited from training courses	women and youth Temporary employment for training female graduates Helping women heads of families to start income-generating projects	skills necessary to manage her projects	benefited from projects Number of women benefited from temporary employment Number of women benefited from training courses	women and youth Temporary employment for training female graduates Helping women heads of families to start income-generating projects	skills necessary to manage her projects	benefited from projects Number of women benefited from temporary employment Number of women benefited from training courses
G2	Networking with the Ministry of Education, UNRWA, and private schools Conduct peer-to-peer workshop and awareness sessions by female students	Partnership agreements were signed with UNRWA and some schools Awareness sessions were conducted inside schools	300 male and female students participate in awareness sessions Attendance sheets Session photographs Press reports	Networking with the Ministry of Education, UNRWA, and private schools Conduct peer-to-peer workshop and awareness sessions by female students	Partnership agreements were signed with UNRWA and some schools Awareness sessions were conducted inside schools	300 male and female students participate in awareness sessions Attendance sheets Session photographs Press reports and	Networking with the Ministry of Education, UNRWA, and private schools Conduct peer-to-peer workshop and awareness sessions by female students	Partnership agreements were signed with UNRWA and some schools Awareness sessions were conducted inside schools	300 male and female students participate in awareness sessions Attendance sheets Session photographs Press reports

			and news			news			and news
Preparation of comprehensive guides covering all related training and awareness fields	An awareness guide has been prepared	Number of printed guide copies Number of beneficiary organizations	Preparation of comprehensive guides covering all related training and awareness fields	An awareness guide has been prepared	Number of printed guide copies Number of beneficiary organizations	Preparation of comprehensive guides covering all related training and awareness fields	An awareness guide has been prepared	Number of printed guide copies Number of beneficiary organizations	
Qualify training and guidance staff appointed to implement the activities Provide continuous psychological support and discharge for staff	20 staff members from WEFAQ were trained on lobbying and advocacy skills Provide motivational activities for the staff	20 employees benefited from the psychological support and counselling program	Qualify training and guidance staff appointed to implement the activities Provide continuous psychological support and discharge for staff	20 staff members from WEFAQ were trained on lobbying and advocacy skills Provide motivational activities for the staff	20 employees benefited from the psychological support and counselling program	Qualify training and guidance staff appointed to implement the activities Provide continuous psychological support and discharge for staff	20 staff members from WEFAQ were trained on lobbying and advocacy skills Provide motivational activities for the staff	20 employees benefited from the psychological support and counselling program	
Training and awareness for female school teachers and counsellors	Conducting: 30 seminars 30 workshops 50 peer-awareness	Number of sessions of awareness and women legal rights	Training and awareness for female school teachers and counsellors	Conducting: 30 seminars 30 workshops 50 peer-awareness	Number of sessions of awareness and women legal rights awareness	Training and awareness for female school teachers and counsellors	Conducting: 30 seminars 30 workshops 50 peer-awareness	Number of sessions of awareness and women legal rights	

Train and qualify female student-leaders to spread awareness among their peers	training sessions	awareness education Number of beneficiaries from the sessions	Train and qualify female student-leaders to spread awareness among their peers	training sessions	education Number of beneficiaries from the sessions	Train and qualify female student-leaders to spread awareness among their peers	training sessions	awareness education Number of beneficiaries from the sessions
Training and awareness for guardians and community leaders	Conduct: 30 seminars 30 workshops	Number of sessions of awareness and women legal rights awareness education Number of beneficiaries from the sessions	Training and awareness for guardians and community leaders	Conduct: 30 seminars 30 workshops	Number of sessions of awareness and women legal rights awareness education Number of beneficiaries from the sessions	Training and awareness for guardians and community leaders	Conduct: 30 seminars 30 workshops	Number of sessions of awareness and women legal rights awareness education Number of beneficiaries from the sessions
Form a mediation team of guardians Form teams of trained female students in every	Local committees on the school and local community	Number of committee's members Number of participating	Form a mediation team of guardians Form teams of trained female students in every	Local committees on the school and local community	Number of committee's members Number of participating	Form a mediation team of guardians Form teams of trained female students in every	Local committees on the school and local community levels	Number of committee's members Number of participating

school to advocate for girls' issues	levels	students Number of beneficiary schools	school to advocate for girls' issues	levels	students Number of beneficiary schools	school to advocate for girls' issues		students Number of beneficiary schools
Train and qualify female and male graduates in media documentation and direction	Training courses for 5 media graduates	Number of women who received training Women success stories	Train and qualify female and male graduates in media documentation and direction	Training courses for 5 media graduates	Number of women who received training Women success stories	Train and qualify female and male graduates in media documentation and direction	Training courses for 5 media graduates	Number of women who received training Women success stories
Announce an initiative for the best documentary about women's issues	20 graduates propose ideas and initiatives for documentaries	Number of initiative women Women success stories	Announce an initiative for the best documentary about women's issues	20 graduates propose ideas and initiatives for documentaries	Number of initiative women Women success stories	Announce an initiative for the best documentary about women's issues	20 graduates propose ideas and initiatives for documentaries	Number of initiative women Women success stories
Start closed groups on social media(forums) for women victims of violence as self-support	5 social media closed groups for women victims of violence	Number of women who are members of the closed groups Women success stories	Start closed groups on social media(forums) for women victims of violence as self-support	5 social media closed groups for women victims of violence	Number of women who are members of the closed groups Women success stories	Start closed groups on social media(forums) for women victims of violence as self-support	5 social media closed groups for women victims of violence	Number of women who are members of the closed groups Women success stories

Conduct hearing sessions between decision makers and women leaders	Conduct 3 workshops Sessions to support women's rights	Participation of 300 women in 3 sessions	Conduct hearing sessions between decision makers and women leaders	Conduct 3 workshops Sessions to support women's rights	Participation of 300 women in 3 sessions	Conduct hearing sessions between decision makers and women leaders	Conduct 3 workshops Sessions to support women's rights	Participation of 300 women in 3 sessions
Conduct sessions about women and family health in addition to free medical days	Conduct 10 workshops Implement 3 free medical days	300 women to participate in workshops 200 women and children benefit from free medical days	Conduct sessions about women and family health in addition to free medical days	Conduct 10 workshops Implement 3 free medical days	300 women to participate in workshops 200 women and children benefit from free medical days	Conduct sessions about women and family health in addition to free medical days	Conduct 10 workshops Implement 3 free medical days	300 women to participate in workshops 200 women and children benefit from free medical days
Launch an e-Magazine concerned with women's issues	Start a magazine to spotlight women's issues	100 young women have read the e-magazine	Launch an e-Magazine concerned with women's issues	Start a magazine to spotlight women's issues	100 young women have read the e-magazine	Launch an e-Magazine concerned with women's issues	Start a magazine to spotlight women's issues	100 young women have read the e-magazine
Organize televised debates and radio episodes	Conduct two televised debates Conduct 3 radio episodes	6 young women benefited from debate At least 100 women have listened to radio	Organize televised debates and radio episodes	Conduct two televised debates Conduct 3 radio episodes	6 young women benefited from debate At least 100 women have listened to radio	Organize televised debates and radio episodes	Conduct two televised debates Conduct 3 radio episodes	6 young women benefited from debate At least 100 women have

									listened to radio
	Release and publish brochures and printouts about women's issues	Release 2000 brochures about women's rights Publish 2000 brochures	2000 women benefited from brochures introducing women's rights	Release and publish brochures and printouts about women's issues	Release 2000 brochures about women's rights Publish 2000 brochures	2000 women benefited from brochures introducing women's rights	Release and publish brochures and printouts about women's issues	Release 2000 brochures about women's rights Publish 2000 brochures	2000 women benefited from brochures introducing women's rights
	Joining local and international networks and alliances	Joining alliances or networks; 2 local and 1 regional or international	Increased WEFAQ's relations Increase funding chances Improved communication capacities and skills	Joining local and international networks and alliances	Joining alliances or networks; 1 local, regional or international	Increased WEFAQ's relations Increase funding chances Improved communication capacities and skills	Joining local and international networks and alliances	Joining alliances or networks; 1 local, regional or international	Increased WEFAQ's relations Increase funding chances Improved communication capacities and skills
G3	Train animators and teachers on how to use active learning methods Raise achievement	Summer camps for children, training courses for teachers	Number of beneficiaries from camps Number of participants in	Train animators and teachers on how to use active learning methods Raise achievement	Summer camps for children, training courses for teachers	Number of beneficiaries from camps Number of participants in	Train animators and teachers on how to use active learning methods Raise achievement	Summer camps for children, training courses for teachers	Number of beneficiaries from camps Number of participants in

	levels for endangered students		the training courses Students' report cards before and after intervention	levels for endangered students		the training courses Students' report cards before and after intervention	levels for endangered students		the training courses Students' report cards before and after intervention
	Selection of specialized teams to work with children at WEFAQ Raise achievement levels for endangered students	Specialists' selection committee Job advertisement Follow-up reports Students' report cards before and after intervention	100 children benefited from psychological, educational, and social support programs	Selection of specialized teams to work with children at WEFAQ Raise achievement levels for endangered students	Specialists' selection committee Job advertisement Follow-up reports Students' report cards before and after intervention	100 children benefited from psychological, educational, and social support programs	Selection of specialized teams to work with children at WEFAQ Raise achievement levels for endangered students	Specialists' selection committee Job advertisement Follow-up reports Students' report cards before and after intervention	100 children benefited from psychological, educational, and social support programs
	Prepare animators and teachers with active learning and teaching adults methods and	25 animators were trained and qualified to teach adults	Training beneficiaries' lists Managerial and news reports	Prepare animators and teachers with active learning and teaching adults methods and	25 animators were trained and qualified to teach adults	Training beneficiaries' lists Managerial and news reports Trainers'	Prepare animators and teachers with active learning and teaching adults methods and	25 animators were trained and qualified to teach adults	Training beneficiaries' lists Managerial and news reports

techniques Raise achievement levels for endangered students	Achievement levels were raised by at least %20	Trainers' contracts Post-training final evaluation Students' report cards before and after intervention Results of testing by trainers	techniques Raise achievement levels for endangered students	Achievement levels were raised by at least %20	contracts Post-training final evaluation Students' report cards before and after intervention Results of testing by trainers	techniques Raise achievement levels for endangered students	Achievement levels were raised by at least %20	Trainers' contracts Post-training final evaluation Students' report cards before and after intervention Results of testing by trainers
Reinforce the recreational experience of victims of violence in marginalized areas, both children and their families	Open days for children and their families	Number of participants in open days Recreational program of the day Administrative reports and documenting photographs	Reinforce the recreational experience of victims of violence in marginalized areas, both children and their families	Open days for children and their families	Number of participants in open days Recreational program of the day Administrative reports and documenting photographs	Reinforce the recreational experience of victims of violence in marginalized areas, both children and their families	Open days for children and their families	Number of participants in open days Recreational program of the day Administrative reports and documenting photographs
Provide psychological and	20 psychological	Number of participants	Provide psychological and	20 psychological	Number of participants	Provide psychological and	20 psychological support sessions	Number of participants

	social support services for children victims of domestic violence	support sessions for children survivors of violence	Administrative reports and documenting photographs Number of sessions	social support services for children victims of domestic violence	support sessions for children survivors of violence	Administrative reports and documenting photographs Number of sessions	social support services for children victims of domestic violence	for children survivors of violence	Administrative reports and documenting photographs Number of sessions
G4	Improve relations and cooperation with financiers, local and international organizations, and banks Prepare a database of Arab and foreign funding organizations Organize official visits to relative organizations locally and abroad	Sign new agreements with local and global parties Map international financiers Expand networking with organizations	Number of signed agreements Map module of international and local financiers Number of visits to organizations for the purpose of networking Photographs and news	Improve relations and cooperation with financiers, local and international organizations, and banks Prepare a database of Arab and foreign funding organizations Organize official visits to relative organizations locally and abroad	Sign new agreements with local and global parties Map international financiers Expand networking with organizations	Number of signed agreements Map module of international and local financiers Number of visits to organizations for the purpose of networking Photographs and news	Improve relations and cooperation with financiers, local and international organizations, and banks Prepare a database of Arab and foreign funding organizations Organize official visits to relative organizations locally and abroad	Sign new agreements with local and global parties Map international financiers Expand networking with organizations	Number of signed agreements Map module of international and local financiers Number of visits to organizations for the purpose of networking Photographs and news

Sign agreements of cooperation and twinning with local and international organizations Reinforce media and public relations department	Sign new agreements with international and local organizations Expand networking with organizations	Number of signed agreements Number of visits to organizations for the purpose of networking Photographs and news	Sign agreements of cooperation and twinning with local and international organizations Reinforce media and public relations department	Sign new agreements with international and local organizations Expand networking with organizations	Number of signed agreements Number of visits to organizations for the purpose of networking Photographs and news	Sign agreements of cooperation and twinning with local and international organizations Reinforce media and public relations department	Sign new agreements with international and local organizations Expand networking with organizations	Number of signed agreements Number of visits to organizations for the purpose of networking Photographs and news
Develop the projects' unit	Hire a consultant specialized in proposal writing and fundraising	Advertise need to hire a consultant Work contract module Number of proposals submitted Number of projects with approved funding	Develop the projects' unit	Hire a consultant specialized in proposal writing and fundraising	Advertise need to hire a consultant Work contract module Number of proposals submitted Number of projects with approved funding	Develop the projects' unit	Hire a consultant specialized in proposal writing and fundraising	Advertise need to hire a consultant Work contract module Number of proposals submitted Number of projects with approved funding

Capacitate staff in a number of fields; such as: psychological and social counselling, and legal empowerment	Conduct training courses in all fields	Target at least 5 grassroots organizations Number of participants News and reports Pre and post evaluation reports	Capacitate staff in a number of fields; such as: psychological and social counselling, and legal empowerment	Conduct training courses in all fields	Target at least 5 grassroots organizations Number of participants News and reports Pre and post evaluation reports	Capacitate staff in a number of fields; such as: psychological and social counselling, and legal empowerment	Conduct training courses in all fields	Target at least 5 grassroots organizations Number of participants News and reports Pre and post evaluation reports
Employ social media in promoting for WEFAQ's activities Develop internal networks and computer equipment Develop central server and information security Build updated and central databases with defined credentials	Complete all internal equipment A unified information system has been developed Enhance usage of social media	An electronic database application Viability of social media usage Upgrade currently used network and devices	Employ social media in promoting for WEFAQ's activities Develop internal networks and computer equipment Develop central server and information security Build updated and	Complete all internal equipment A unified information system has been developed Enhance usage of social media	An electronic database application Viability of social media usage Upgrade currently used network and devices	Employ social media in promoting for WEFAQ's activities Develop internal networks and computer equipment Develop central server and information security Build updated and	Complete all internal equipment A unified information system has been developed Enhance usage of social media	An electronic database application Viability of social media usage Upgrade currently used network and devices

				central databases with defined credentials			central databases with defined credentials		
Develop the internal monitoring system Develop an employee evaluation system Develop the administrative and financial system	An internal follow-up and monitoring system was developed Develop an employee evaluation system An administrative and financial system was developed	Financial and administrative guide model Follow-up and monitoring guide model Employee evaluation guide Price offers and purchase invoices Number of devices provided	Develop the internal monitoring system Develop an employee evaluation system Develop the administrative and financial system Upgrade furniture and equipment Dedicate a permanent WEFAQ HQ	central databases with defined credentials	An internal follow-up and monitoring system was developed Develop an employee evaluation system An administrative and financial system was developed Procure new furniture Procure equipment	Financial and administrative guide model Follow-up and monitoring guide model Employee evaluation guide Price offers and purchase invoices Number of devices provided Purchase	Develop the internal monitoring system Develop an employee evaluation system Develop the administrative and financial system Upgrade furniture and equipment Dedicate a permanent WEFAQ HQ	An internal follow-up and monitoring system was developed Develop an employee evaluation system An administrative and financial system was developed Procure new furniture Procure equipment	Financial and administrative guide model Follow-up and monitoring guide model Employee evaluation guide Price offers and purchase invoices Number of devices provided

		necessary for activities Dedicate a permanent WEFAQ HQ	Purchase contract or constructing a permanent WEFAQ HQ		necessary for activities Dedicate a permanent WEFAQ HQ	contract or constructing a permanent WEFAQ HQ		necessary for activities Dedicate a permanent WEFAQ HQ	Purchase contract or constructing a permanent WEFAQ HQ
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The Logical Framework of the Operational Plan for 2017

Note: The budget calculated includes only direct outlay and excludes the salaries of coordinators and specialist working on the projects.

Objective	Activity	Outputs	Inputs	Measurement Indicators	Verification Sources	Cost in USD
First Goal						
Psychological and social rehabilitation of women victims of violence.	Home visitations for the categorization and selection of target groups. Intervention home visits Organizing Workshops, lectures and seminars. Holding individual and group counselling sessions. Referring abused women to psychiatric treatment experts. Organizing recreational activities; such as: open days and recreational days	Implementing 100 visits to the high-risk areas. Workshops and training courses. Psychological support sessions. Organizing open days and recreational trips.	Participant women. The financier. Project staff. Logistics.	Number of beneficiary women of the visits. Number of beneficiary women of the psychological support sessions. Number of beneficiary women of the recreational programs.	Final and detailed reports and attachments.	20,000
Economic	Developing women and youth skills	Providing women with the skills	Project staff	Number of	Final and	130000

empowerment of women victims of violence.	<p>administratively and professionally.</p> <p>Unemployment programs for the trainee graduate women.</p> <p>Helping breadwinner women in the establishment of income-generating projects.</p>	needed to manage projects both administratively and technically.	<p>Logistics</p> <p>Participants</p> <p>Financiers</p>	<p>beneficiary women of the projects.</p> <p>Number of beneficiary women of the unemployment programs.</p> <p>Number of beneficiary women of the training programs.</p>	detailed reports and attachments.	
Legal Empowerment of women victims of violence.	<p>Raising legal and human rights awareness for abused women.</p> <p>Providing individual legal consulting.</p> <p>Paying intervention visits of social mediation.</p> <p>Transferring abused women to the legal proceeding authorities.</p>	<p>The implementation of awareness sessions.</p> <p>Visits paid by the social mediation.</p> <p>Women cases that were raised to prosecution.</p>	<p>Project staff</p> <p>Logistics</p> <p>Participants</p> <p>Financiers</p>	<p>Number of sessions.</p> <p>Number of visits.</p> <p>Number of Women cases that were raised to legal courts.</p>	Final and detailed reports and attachments.	9000
The integration of disabled	Home visits for the categorization and	Implementing 50 visits to the high-	Project staff	Number of beneficiary	Final and detailed	20000

<p>women in the psychosocial and social rehabilitation, and the economic and legal empowerment activities.</p>	<p>selection of target groups. Home visits to intervene. Organizing Workshops, lectures and seminars. Conducting individual and collective counselling sessions. Transforming abused women to psychiatric treatment experts. Organizing recreational activities, such as open days and recreational days. Developing disabled women skills administratively and professionally. Unemployment programs for the trainee graduate disabled women. Helping breadwinner disabled women in the establishment of income-generating projects. Raising legal and human rights awareness for abused women. Providing individual legal consulting.</p>	<p>risk areas. Workshops and training courses. Psychological support sessions. Organizing open days and recreational trips. Providing disabled women with the skills needed to manage projects administratively and technically. The implementation of awareness sessions for disabled women. Visits paid by the social mediation. Women cases that were raised to prosecution.</p>	<p>Logistics Participants Financiers</p>	<p>women of the visits. Number of beneficiary women of the psychological support sessions. Number of beneficiary women of the recreational programs. Number of beneficiary women of the projects. Number of beneficiary women of the unemployment programs. Number of</p>	<p>reports and attachments.</p>	
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	<p>Paying intervention visits of social mediation.</p> <p>Transferring abused disabled women to the legal proceeding authorities.</p>			<p>beneficiary women of the training programs.</p> <p>Number of sessions.</p> <p>Number of visits.</p> <p>Number of disabled Women cases that were raised to the legal courts.</p>		
Second Goal						
<p>The development of women, girls and school teachers' knowledge related to social gender issues within school</p>	<p>Networking with the Ministry of Education, UNRWA and private schools.</p> <p>The implementation of workshops and awareness sessions by a team of students to their peers.</p> <p>Training and raising the awareness of teachers and Guides.</p> <p>Training and qualifying of female leaders in the schools to educate their peers.</p>	<p>A partnership agreement was held with UNRWA and some schools.</p> <p>Some awareness sessions were organized in the schools:</p> <p>30 seminars.</p> <p>30 workshops.</p> <p>Training of 50 girls to educate their peers.</p> <p>Training courses for 50 Media</p>	<p>Participants.</p> <p>The financier.</p> <p>Project staff.</p> <p>Logistics.</p>	<p>Preparing comprehensive guides covering all relevant areas of training and awareness.</p> <p>Training and raising the awareness of</p>	<p>Final and detailed reports and attachments.</p>	<p>20000</p>

environment.		graduates.		parents and community leaderships.		
Activating the role of local and international organizations in advocating for women's issues to promote their community participation.	Conducting hearing sessions, a number of decision makers and women leaders.	Conducting 3 workshops to support women's rights.	Participants. The financier. Project staff. Logistics.	The number of participant organizations. Attendance sheet. Hearing session results and its recommendations. News and images.	Final and detailed reports and attachments.	10000
Media employment for advocating women's issues.	Release electronic magazine concerned with women's issues Join alliances, and local and global networks Train and qualify male and female graduates on media documentation and direction	Releasing a magazine to shed light on women's issues. Joining alliances and two local and three international\regional networks.	Participants. The financier. Project staff. Logistics.	Announcing an initiative to the best documentary concerning women's issues. Joining local and international alliances and networks. Organizing	Final and detailed reports and attachments.	20000

				televised debates and Radio episodes.		
Third Goal						
The development of teachers and trainers' knowledge and skills by CABAC techniques and active learning.	Training trainers by active learning within 50 hours. Trained crew evaluation of the trainers for the selection of 4 teachers + 4 facilitators.	Raising the efficiency of 25 trainer and teacher on the methods and techniques of active learning, and distributing activities guide. Choosing four teachers and four facilitators based on the evaluation form.	Participants. The financier. Project staff. Logistics.	Participants' info. The financier. Project staff. Logistics.	Final and detailed reports and attachments.	2500
Raising achievement level of children subjects to abuse or danger.	Establishing children's club with furniture and equipment prepared for receiving children. Networking with the surrounding schools to choose children with low achievement who are suffering from economic and behavioral problems. Choosing 140 children suffering from below average. Implementing of tutoring program in four materials: English, Arabic, Science and	Child Club was established to receive children for the implementation of activities. Detailed info of children subject to risk through school files. 140 children will be the target group at work. Raising the level of educational achievement for 140 children through the evaluation of their files.	Participants. The financier. Project staff. Logistics.	Participants' info. The financier. Project staff. Logistics.	Final and detailed reports and attachments.	10000

	math, using active learning methods.					
Providing psychological and social rehabilitation of children at risk or subject to violence.	<p>Implementing 20 CABAC sessions to 140 children divided into four groups.</p> <p>Implementing 20 complementary CABAC sessions to 140 children divided into four groups.</p> <p>Implementing 280 individual counselling sessions with 2 sessions for each child.</p>	<p>Psychological and behavioral improvement for 140 children.</p> <p>Hand products for children + exhibition.</p> <p>Evaluating and tracing 140 children files.</p>	<p>Participants.</p> <p>The financier.</p> <p>Project staff.</p> <p>Logistics.</p>	<p>Participants' info.</p> <p>The financier.</p> <p>Project staff.</p> <p>Logistics.</p>	<p>Final and detailed reports and attachments.</p>	5000
Providing recreational services to children at risk and their parents.	<p>Organizing 20 cultural and recreational competition for children.</p> <p>Implementing 4 cultural and entertaining trips for 140 children.</p>	<p>List of the winners + a closing ceremony.</p> <p>List of the beneficiaries.</p>	<p>Participants.</p> <p>The financier.</p> <p>Project staff.</p> <p>Logistics.</p>	<p>Number of participants in recreational days.</p> <p>Today's recreational program.</p> <p>Management reports and documentary images.</p>	<p>Final and detailed reports and attachments.</p>	10000
Improving community awareness	<p>Implementing a series of workshops to educate parents.</p> <p>Forming and training a mediation</p>	<p>Forming mediation committee of the local community.</p> <p>Raising the awareness of a number of</p>	<p>Participants.</p> <p>The</p>	<p>Mediation Committee list of names.</p>	<p>Final and detailed reports and</p>	5000

about children at risk.	committee to intervene and deal with the issues of children at risk. The mediation committee education of parents in marginalized areas. Mediation to resolve children problems.	parents. The implementation of awareness sessions by the mediation committee to educate parents.	financier. Project staff. Logistics.	Workshops attendance sheets. Reports and pictures.	attachments.	
Fourth Goal						
Enhancing partnerships with local and international organizations.	Improving relations and cooperation with financiers, local and international organizations and banks. Preparing Arab and foreign financier organizations' database. Organizing official visits to relevant organizations locally and abroad.	Signing new agreements with local and international organizations. Mapping international financiers. Increasing net working with organizations. Number of signed agreements.	Number of beneficiaries.	Map model for local and international financiers. Number of visits to organizations for networking. Pictures and News.	Final and detailed reports and attachments.	5000
Enhancing staff administrative and professional capacities at WEFAQ.	Developing internal follow-up and monitoring system. Developing an evaluation system for the performance of the staff. Developing the administrative and financial system. Raise workers' capabilities in several aspects.	The development of monitoring and evaluation guide. The development of staff evaluation guide. The development of financial and administrative guide.	Number of beneficiaries.	Monitoring and Evaluation guide model. Staff evaluation guide. Financial and administrative guide.	Final and detailed reports and attachments.	7000

	Raise workers' capabilities in professional fields such as psychological and social counseling and legal empowerment.					
The advancement of information technology at WEFAQ.	Developing internal networks and computer equipment. Developing the central server and information security. Building centralized and updated databases with defined credentials	Preparing all internal equipment. Developing a unified information system.	Number of beneficiaries.	An electronic database program. The development of Network and devices at WEFAQ.	Final and detailed reports and attachments.	10000

Tenth: The estimated budget for the Strategic Plan for 2017

Estimated budget (\$)	Goal
159000	First
50000	Second
31500	Third
22000	Fourth
119400	Total

Appendix

1- Strategic planning work team

#	Name	Job title	Phone
1	Buthaina Subeh	Consultant	0595491212
2	Ra'afat Lafi	Treasurer	0592952105
3	Samaher AbuZayed	Projects' Coordinator	0597811024
4	Mohammed Alja'ab	Accountant	0598702422
5	Sami Barhoum	Consultant	0599461940

2- Formulation of the strategic plan meeting schedule

Day	Date	Participants	Work Done
Sunday	2016/7/17	Members of the strategic planning team	Letter formulation Vision formulation SWAT Analysis for internal and external environment of WEFAQ
Sunday	2016/7/22	Members of the strategic planning team	Relationships analysis Strategic goals Sub-goals Values that govern WEFAQ
Sunday	2016/7/31	Members of the strategic planning team	Completion of the general logical framework of the plan The detailed framework of the operational plan The logical framework of the operational plan The estimated budget for the strategic plan
Sunday	2016/10/2	Members of the strategic planning team + Representatives of the Islamic Relief	A final review of the plan

3. Monitoring and Evaluation Model

Strategic goal	Sub-goal\Activity	Measurement Index	Current value	Desired value	Measurement tool	Supervisor	Notes