
MONITORING REPORT – ANNUAL REPORT 2008

Covering the period 1st of Jan – 31st of Dec 2008



كل النساء معاً اليوم وغداً

Sawa-All the Women Together Today and Tomorrow

Preamble: Sawa In Ten Years

It seems almost inconceivable that I am writing this letter, marking the 10th anniversary of Sawa – All the Women Together, Today and Tomorrow. When I consider the awareness that has been raised over the past decade, and how finally the Palestinian society has begun to engage in an open and honest dialogue about the violence which takes place among us, I recall those difficult days, ten years ago, when Sawa first attempted to infiltrate our agenda into public discourse. I recall how many Palestinians – women and men – balked at the notion of breaking the long-preserved social taboo surrounding violence against women. I recall how many people viewed our mission of creating a hotline, and a safe space for women to discuss and come to terms with violence, as naïve, as dangerous, as inappropriate. I recall how challenging it was to recruit like-minded volunteers and supporters to our cause, and the negative, often unpleasant and derogatory, responses that we became accustomed to hearing.

In view of Sawa's difficult birth, it is all the more overwhelming to consider our decade of growth. From our humble beginnings, discreetly sharing office space with local women's organizations and taking tentative steps to network within the Palestinian official infrastructure, we now maintain 2 offices in Jerusalem and Ramallah and 16 staff members, over the last ten years Sawa managed to train 480 volunteers and dozens of Palestinian and international affiliates throughout the West Bank and East Jerusalem. Sawa has emerged as a leading force against sexual and domestic violence, now recognized both across the region and around the world, with our hotlines, educational and training seminars and annual conferences reaching thousands of people each year. In view of the increasing hardships faced by so many Palestinians, and the conservative taboos which still hold strong within many sectors of the Palestinian society, this can be seen as remarkable indeed.

However, it is clear that Sawa's mission is far from complete. Violence against women and children in the Palestinian society remains on the increase: We continue to hear from so many

women who fear for their lives, and tragically, of those who have been murdered in the name of "family honour". Many Palestinian communities remain closed to our programs. And above all, recent events in Gaza have propelled our Children's Emergency Hotline to the forefront of service provision for all Palestinians in distress. It would appear that whatever the future holds, Sawa's accrued expertise will need to be developed to an even greater extent in order to fully serve all Palestinians, and work towards ending violence and providing support for those who seek it.

It therefore remains for me to thank you, our partners in our mission, for your unwavering support, and to sincerely hope that you choose to continue to associate with Sawa as we march into the next decade and work towards a violence-free Palestinian society.

In deep appreciation,

Ohaila Shomar

General Director

A.1. GENERAL INFORMATION

Title of the scope of work:	Participating in the elimination of sexual and psychological violence against children and women to decrease its social damaging effects in the Palestinian society
Project locations:	Jerusalem and its surroundings, West Bank and Gaza strip
Allocated budget:	330,000 US\$
Period covered by this report:	1st January – 31st of December 2008
Sawa contact person:	Ohaila Shomar, General Director
Submission date of this report:	03.03.2009

A. 2. BACKGROUND - MISSION STATEMENT AND STRATEGIC OBJECTIVES

Background:

Established in 1998, Sawa was created with a view to raise awareness about all forms of sexual and physical violence within the Palestinian society, work towards limiting its prevalence among youth, women and men, and alleviate the misery of sexually and physically abused women, by providing them with support and empowering them to reintegrate them into the society as productive individuals. Today, Sawa operates a sexual violence hotline, staffed by dedicated volunteers, offering crisis intervention and counselling sessions for callers and accompanying them to the hospital, police, and courts using a “woman-to-woman” approach. Sawa is committed to Human Rights especially, women’s and Children’s rights conventions and principles, and contribute to raising the awareness of children and women in the West Bank and East Jerusalem regarding their rights as enshrined in the Convention on the Rights of the Child (CRC) and the Committee for Elimination of All Forms of Discrimination Against Women (CEDAW).

Sawa’s Education Outreach Department develops and implements outreach programs on Violence Against Women and Sex Education throughout the Palestinian society, particularly among local youth. The programs advocate mutual honesty and respect between both sexes, highlight prevention techniques, and inform participants about the assistance available through the Sawa hotline and helpline. Sawa’s Support Services and Educational Programs are structured according to the characteristics and needs of the Palestinian communities in and around Jerusalem, with special attention paid to discretion and cultural norms, and the young ages of participants. With a small team and a large number of volunteers who undergo intensive training and receive ongoing supervision, Sawa is garnering a reputation for confidentiality and professionalism, with prompt and sensitive responses to the plethora of issues of sexual and domestic violence specifically faced by Palestinian women and youth today. Sawa is active within the Palestinian NGO Network and currently chairs the Palestinian NGO Forum for Combating Violence Against Women – Al-Muntada. Sawa also maintains ties with many local organizations which offer psychological, therapeutic and legal support to violence victims.

Based on years of experience in serving women and girls in distress, Sawa has identified an urgent need for a discreet hotline for children at risk. This conclusion has primarily arisen from our years of experience in outreach work with children and the evaluations we have carried out for such programming: We have concluded that Palestinian Children from all backgrounds, from villages, urban areas, and refugee camps throughout Palestine need to be heard, and desperately require an outlet for support. Sawa has been a member of Child Helpline International (CHI) since 2005, representing Palestine. Being the official representative of CHI, we have established a relationship with Palestine Telecommunications (PaTel), who have donated a toll-free 3-digit number (121) for the use of the Child Protection helpline. Sawa intends to continue to uphold these associations and working relations.

The organization’s Mission Statement:

We are a group of Palestinian women, who are dedicated to Human Rights and believe in social equity and justice. We work on eliminating sexual and physical violence against women and children in the Palestinian society through service provision and community awareness.

Main Goal:

Participating in the elimination of sexual and psychological violence against children and women to decrease its damaging effects in the Palestinian society

Overall strategic objectives:

Sawa’s strategic goals are defined as follows:

- Raising awareness about sexual and domestic violence both on a community and individual levels
- Moving the issues of sexual and domestic violence out of the private into the public sphere
- Mobilizing the communities to stand up against gender-based violence
- Embracing the spirit and values of voluntary work within the community
- Building and enhancing Sawa’s capacities to professionally serve the wider community

A. ACTIVITY REPORT

#	Objectives	Planned Activities for 2008	Implemented Activities	Reasons for major deviations	Comments/Adjustments
1-	Communities and individuals are aware about sexual and psychological violence problems.				
1.1	Access to victims	1.A. Operate a toll-free 24-hour hotline for women 1.B. Operate a toll-free 24-hour hotline 121 for children	1. A. A toll free line holding the number 1800 582221 for women (thereafter referred to as the women hotline). 1. B. A toll free line holding the number 121 for children (thereafter referred to as the Child Helpline).	No Deviation.	We are planning to expand the working hours of the hotline and child protection helpline 121 to work around the clock (24 hrs)
1.2		2. Advertise the hotline and the helpline services in the multimedia.	1- Six radio spots were aired in the local radios; two of them were newly produced and aired. 2- Four Quarterly newsletters were published. 3- Four posters and bookmarkers about the child helpline were produced and disseminated. 4- Seven brochures were disseminated, including a new one. 5- Continuous advertisements in the local newspapers for the hotline and the helpline. 6- Advertisements and Articles in health magazine (Keef Assiha) and youth magazine (Falastin As-Shabab). 7- Three Position papers about violence were developed and published.	No deviation.	In the coming year Sawa is planning to have fixed numbers for this activity.

1.3		3. Provision of Supervision to volunteers.	A continuous service was provided to all Sawa volunteers during the whole year.	No Deviation.	
1.4		4. Three training courses (one for the hotline and two for the helpline).	1- One training course for the hotline was conducted and 9 new volunteers were recruited and trained. 2- Two training courses for the helpline were conducted and 19 new volunteers were recruited and trained.	No Deviation.	
1.5		5. Calling the victims and receiving their calls.	The child helpline received 8410 calls, of which 190 cases were followed up, 6 were accompanied and 10 were referred. The women hotline received 514 calls, of which 149 cases were followed up, 25 cases were referred to the Social Affairs and other providers of psychological and social services and counselling, and 5 cases were accompanied to the hospitals and the police stations.	No Deviation.	
1.6		6. Providing victims with guidance and directing them to receive support.	8924 victims were provided with guidance and directed properly and 339 received direct and thorough support from Sawa.	No Deviation.	
1.7		7. Launching advocacy campaigns.	1- Participated with Al Muntada, UN agencies and the Ministry of Women Affairs in the advocacy campaign for combating all forms of violence against women, which took place in the international week for eliminating	No Deviation.	

			<p>violence against women.</p> <p>2- Participated in the lobbying and advocacy campaign for the family law, which was run by WCLAC – a member organization of Al Muntada.</p> <p>3- Managed the preparation process of a practical manual documenting Al Muntada experience in the campaigns of lobbying and advocacy for women’s issues.</p>		<p>A training workshop for stakeholders on the practical use of the manual.</p>
1.8		8. Accompaniment Program.	5 cases of women victims were adopted and accompanied to the hospitals and police station.	No Deviation.	
1.9		9. Referral System	It is a continuous service provided by Sawa as, which has become known to all organizations as a referral organization.	No Deviation.	During Dec 2008 after the Gaza offense, many victims in Gaza approached Sawa and Sawa took an emergency response by transforming the 121 helpline to a 24 hrs helpline for emergency cases. The helpline received many referrals from many other organizations and international bodies.
1.10		10. Adopting cases	<p>1- 149 cases of sexual violence against women were adopted and followed up.</p> <p>2- 190 cases of child abuse were adopted and followed up.</p>	No Deviation.	

2-	<p>The issue of sexual and psychological violence is moved out from the family and household level to the community level.</p> <p>Community resources and support are mobilized to stand up against violence against children and women.</p>				
2.1	Community Awareness	<p>1. Awareness programme (Women, children, students, youth, parents and professionals)</p>	<p>281 workshops were conducted, targeting 5182 beneficiaries.</p>	<p>No Deviation.</p>	
		<p>a. School Children</p>	<p>3608 beneficiaries of 193 workshops in public and UNRWA schools in the West Bank, East Jerusalem and suburbs.</p>	<p>No Deviation.</p>	
		<p>b. Parents.</p>	<p>240 parent (mostly mothers) beneficiaries of 8 workshops in East Jerusalem and suburbs.</p>	<p>No Deviation.</p>	
		<p>c. University students.</p>	<p>284 students benefited from 7 workshops in the Hebrew University, Al Quds university and Hind Al Hussein College.</p>	<p>No Deviation.</p>	
		<p>d. Professionals (social workers teachers, and police officers).</p>	<p>122 professionals benefited from 19 workshops all over the West Bank, East Jerusalem and suburbs.</p>	<p>No Deviation.</p>	
		<p>e. Volunteers of the community centres.</p>	<p>180 volunteers benefited from 7 workshops in community centres in Ramallah district.</p>	<p>No Deviation.</p>	
		<p>f. Children in summer camps.</p>	<p>305 children benefited from 20 workshops in:</p>	<p>No Deviation.</p>	

			<p>a. Ein Areq and Ramallah – Ramallah district.</p> <p>b. Faquaa, Jalameh, Al Mugaeer, Al Jalaboun, Anza, Fandaqoumia, Jdaida, Seres and Yaabad – Jenin district.</p>		
		g. Women empowerment groups	443 women benefited from 23 workshops in the old city of Jerusalem, Anata Refugee Camp and central and southern parts of the West Bank via the Sabaya centres.	No Deviation.	
2.2		2. Conferences	Sawa conducted its fourth conference under the slogan “Through Our Silence Offenders Remain Free.” About 150 participants attended, including around 90 professionals.	No Deviation.	Each year Sawa conducts a conference aiming at raising the awareness of professionals on a specific topic related to violence. This year Sawa focused on the issue of Sex offenders and paedophilia. These topics are considered very sensitive and taboo. Around 150 participants attended, including professionals and public.
2.3		3. Research	<p>1- In cooperation with UNIFEM, Sawa issued an assessment report on trafficking and prostitution of women and girls in Palestine.</p> <p>2- With support from Welfare Association (WA), a study was</p>	No Deviation.	In regard to WA study, a workshop took place to

			conducted to assess the satisfaction of victimized women with the services provided to them by women centres working in the field of combating violence.		present the draft report to stakeholders and others working in the field.
2.4		4. Round tables	<p>To assist and protect women and children seeking assistance from Sawa's services, meetings and roundtables took place with the related bodies.</p> <p>In result, three Memorandums of Understanding were signed with the Ministries of Labour, Health and Interior.</p>	No Deviation.	
2.5		5. Networking	<p>Sawa is an active member of the following networks:</p> <ol style="list-style-type: none"> 1- International Child Helpline, representing the Middle East and North Africa region on the advocacy taskforce 2- International Congress on Child Abuse and Neglect – ISPCAN 3- The Palestinian NGO Network – PNGO 4- The Palestinian Forum Against Child Abuse – PFCCAN 5- The Child Protection Working Group – CPWG 6- Al - Muntada, A forum of (15) Palestinian NGOs combating 	No Deviation.	

			<p>violence against women.</p> <p>7- The Palestinian Coalition for a Safety teaching and Learning environment.</p>		
3-	The spirit and values of voluntary work are enhanced in the community.				
3.1	Community resources and volunteers	1. Meetings within the related sectors: police, social welfare, school counselling, and health.	As a result of our activities, many volunteers enrol in Sawa activities demonstrating support to our cause and mission.	No Deviation.	Sawa beneficiaries often become volunteers in its activities, taking part in the implementation of activities and assisting in advocacy for policy change and needs assessment on the ground.
3.2		2. Forum for volunteers	<p>During 2008, sawa enhanced volunteers capacity and knowledge in many issues facing them during their voluntary work, including:</p> <p>1- The Israeli and Palestinian Criminal Laws in relation to domestic violence.</p> <p>2- Introduction to honour killing through a documentary Film (Maria's grotto).</p> <p>3- The affect of sexual abuse on children's educational Achievements</p> <p>4- Legal procedures used by the Police in Jerusalem with women victims of sexual violence.</p>	No Deviation.	

3.3		3. Training of volunteers	Four training courses were conducted targeting Sawa's volunteers. Approximately 40 volunteers benefited from these trainings.	No Deviation.	<p>The philosophy of training in Sawa:</p> <p>Each candidate over 21 years of age who has an interest to become a volunteer in Sawa should fill in an application according to the program selected by the candidate and attach their CV. Proper applicants are chosen for interviews and those with the best potential are chosen to undergo the training. Number of training hours vary by type of course:</p> <p>1- The women hotline and outreach programs – 56 training hours.</p> <p>2- The child protection helpline – 85 training hours.</p> <p>Each training has three levels:</p> <p>1- The personal level addressing the trainees' perceptions, stereotypes, ethnocentrism, culture and backgrounds and their affects on their attitudes.</p>
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					<p>2- The conceptual and experimental level, addressing violence and all its forms, trauma and post-trauma and personal experience in this issue.</p> <p>3- The practical level, which differs according to the program: in the hotline and helpline programs, volunteers are trained on how to answer any call and how to respond, assist and listen. The outreach program volunteers are trained in facilitation and training skills. Following the training, volunteers accompany senior volunteers to gain more hands-on experience before they enrol in the program and assume specific assignments or tasks.</p>
3.4		4. Support groups forum	Sawa has many support groups, each concerned with a program, such as the hotline support group, the outreach support group, and the helpline support group. Sawa advisory teams meet with each support group on a regular basis during the year to provide guidance and improve the professionalism of its	No Deviation.	

			volunteers, and to ensure that they remain able to carry out their volunteer duties dealing with such sensitive and emotionally traumatic issues on a regular basis.		
3.5		5. Activities for volunteers	A joint open day was held in Ramallah to introduce all the volunteers in order to get to know each other. Ramallah and Jerusalem volunteers met and exchanged experiences.	No Deviation.	
4-	Sawa capacities in responding to community needs are enhanced, including professional skills and administrative capacity.				
4.1	Organizational capacity building	1- Team training	<p>1- The school coordinator underwent a Human Rights training course in the Hebrew University.</p> <p>2- The admin assistant received an excel computer course.</p> <p>3- The programs director received a Human Rights training course in Equitas in Canada.</p> <p>4- Three coordinators and the director travelled to South Africa to participate in an exchange of experiences mission of the Child Helpline.</p> <p>5- The Child Helpline coordinator and the General director participated in an exchange of experiences mission of child helplines in Sweden.</p>	No Deviation.	
4.2		2- Staff supervision	Each staff member or volunteers in Sawa receives direct supervision from his/her direct supervisor (head of	No Deviation.	

			department) aiming at developing, follow up and evaluation mechanisms and improving their capacity and performance.		
4.3		3- External training workshops	All staff members participated in activities of other organizations throughout the year, once monthly per staff member as a minimum, and all employees have the right to participate in any workshop after the approval of the director, who participates in the workshops as well.	No Deviation.	
4.4		4- Psychological counselling and debriefing	Throughout the year, each employee in Sawa receives two debriefing and counselling sessions monthly to help them overcome stress and preserve their psychological wellbeing.	No Deviation.	
4.5		5- On the institutional level	<p>1- Evaluation was conducted by an external evaluator. As a continuous process in Sawa, each project is evaluated separately and employees' and volunteers' performance is appraised through reports and achievements.</p> <p>2- A three-year strategic plan was produced by an external expert in a participatory approach with the staff.</p> <p>3- A database was constructed to document children and women cases and provides accurate statistics on an annual basis.</p>	No Deviation.	

			<p>4- A website was established as a major form of media utilization, and is being upgraded for developmental purposes.</p> <p>5- A process of enhancing the Planning – Monitoring and Evaluation system of the organization started through holding meetings and Professional consultancy.</p>		
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D. CHANGES, ANALYSIS AND ASSESSMENT

1. Political, social and economic context of the project

1.1 Important changes in the country/region/project area that have occurred during the reporting period and new emerging issues/perspectives.

The Palestinian society remains characterized by conservative and traditional views. This is particularly pertinent to sexual behaviour, and equally to sexual and domestic abuse. With a direct bond socially constructed between female sexuality and “family honour”, the responsibility for preservation of such honour remains the exclusive domain of Palestinian women. At the same time, responsibilities are not paired with rights – Palestinian women do not enjoy control over their own bodies, sexuality, or reproduction. Additionally, according to cultural norms in the region, many Palestinian women – particularly those residing in more remote and conservative areas of the OPT – have low level of education. Many cannot read or write and will never be taught to do so. Those who do gain access to education are still bound by patriarchal social norms and the limited economic independence, which accompanies these norms.

In the context of Sawa's activity, Palestinian social norms dictate separation between the sexes. Beginning from the nursery, kindergarten and school and continuing through high school, university, social institutions, and community life, men and women are not encouraged to communicate and few opportunities exist for interaction. This separation is especially strict during adolescence, when teenagers are experiencing the first thrives of sexual interest, rebellious desire for independence, and desire to test normative social boundaries. Sawa has seen much evidence of this phenomenon and sensed the impact it can have on our work with youth, children, and women.

Finally, the prevalence of early marriage (women under the age of 17) in the Palestinian society is also a priority that should be addressed by Sawa in the course of its work. Through the many cases which have come to our attention via the hotline and referrals, we have noted that early marriage serves as a barrier to healthy relationship between men and women. Due to the emotional immaturity of teenage brides and their lack of knowledge regarding sex, early marriages are often characterized by Gender Based Violence, sexual abuse of the woman, and raising of children in an environment of hostility and angst. These marriages perpetuate gender stereotypes in the Palestinian society and make social change a great challenge.

1.2 Effects on the work and on the overall objective /overall context of Sawa:

Sawa is a non-profit, non-governmental Palestinian feminist organization founded and operated by Palestinian women for Palestinian women. It was originally formed to provide a much-needed response to the issue of sexual violence within the Palestinian society: both its existence, and how to effectively tackle it in view of the gargantuan social and cultural taboos that smother all issues related to sex, including sexual violence, as described above. Sawa today provides services to all who seek them, and further seeks to reach out and educate the Palestinian society as a whole against gender-based violence. Further, Sawa of today, in its role within the Al

Muntada - Forum of Palestinian NGOs combating violence against women, takes its role in shaping the social, political and cultural context of fledgling Palestinian society very seriously.

The increasingly deteriorating political conditions play a salient role in Sawa's work, especially in imposing limitations on the accessibility to Sawa's services, which in turn affects Sawa's work. Moreover, it is worth noting that the mentioned deteriorating political conditions greatly and significantly affect the socio-economic dimension of the Palestinian people's daily lives, which in turn affects the behaviour of the Palestinian individuals reflected especially in their sexual behaviour and how they deal with the issue of violence as it becomes more and more permissible.

Further, the general situation for women in the Palestinian Territories has never been more uncertain since the Hamas election victory of January 2006 and the instability which has reigned since. Sawa has been affected by the various political sea-changes in various ways: First and foremost, the hotline went through longer spells of quiet following the election, as the Palestinian people digested the change for themselves – often in times of political strife there are fewer calls as people do not put their own needs ahead of the national consciousness. Further, as the situation continues to degenerate and freedom of movement was decreased due to Palestinian infighting (particularly in Gaza) and ongoing Israeli military presence, more families would stay at home for long periods, denying the women any free time to call – an added problem if the offender is within the family, as is often the case cited regarding abusive husbands, brothers, fathers, uncles and cousins. Additionally, on a macro level, previous lobbying efforts within the Palestinian government for legislative change on the rights of women and victims of sexual violence were effectively wiped out overnight by the Hamas landslide. And further, while no tangible ramifications have yet manifested themselves since the election, Sawa cannot help but remain somewhat concerned that the agenda of assisting women and educating against sexual violence will be in danger of being quashed by fundamentalist elements. The absence of a stable, functioning legal system remains a major cause of worry for Sawa. However, since the original Hamas victory, the faction no longer takes a managing role in the government. Sawa is now able to more openly cooperate with various ministries in the Palestinian government, in particular the Ministry of Education, Social Affairs, and above all Women's Affairs.

2. Changes within the organization.

2.1 Bodies, structures in the decision-making process.

Sawa's Board of Directors:

Sawa is managed by a Board of Directors comprised of 5 Palestinian Members – professionals from various fields, including social work, public health, criminology, and education. The Board of Directors is elected every two years from the member base (all active volunteers who have undergone Sawa training). The Board of Directors meets Quarterly, wherein the General Director reports to them on activity, and the board is then responsible for all fiscal, organizational and ideological decisions of the organization according to its Statutes. Each year a general assembly is held with all Sawa staff and volunteers wherein the Board of Directors report to the General Assembly.

2.2 Internal decision-making structures, administrative responsibility (financial management, bank account signatories etc).

The current elected board of trustees (BOT) continues to assume its responsibilities in monitoring the work of the centre and reviewing and approving the newly formulated policies and programs. Three new members joined the BOT, two of whom are females. The centre's policy states to continuously add new members to the BOT to replace others who quit either because of not having enough time to commit to the centre's work or for other personal reasons.

2.3 Personnel (staff vacancies, staff replacements, changes in salaries, in the salary structure, etc).

The changes that occurred in Sawa during 2008 were:

Sawa has 13 staff members; four are males and nine females. Two replacements took place during the year: one in July – the staff member Abed Alrahman Rahhal replaced Rasha Mousa, and the other in December – the development officer Jane Jacobs was replaced by Malvina Khoury.

The General Assembly met in September and a new Board of Directors was elected, consisting of four members: Ms. Lamees Alshekh Suleiman Horani, Ms. Luna Barakat, Ms. Qarawan Saed and Mr. Mohammad Abed Al Nabi. The new salary scale and the amended bylaws were endorsed.

2.4 Gender policy.

Sawa has a gender policy based on the following:

- 1- Proposing equal job opportunities for males and females, on condition of at least 1/3 of jobs are held by males.
- 2- Representation of the males in the Board of Trustees and the Administrative Council by at least 1/3 of members.
- 3- The general director of Sawa has to be a female.
- 4- Giving the priority in the services to women and children.

2.5 Networking and cooperation with other organizations.

Sawa is an active member of the following networks locally and internationally:

- 1- International Child Helpline (CHI), representing the Middle East and North Africa region on the advocacy taskforce. Being the official representative of CHI, Sawa has established the Child Helpline 121.
- 2- The International Congress on Child Abuse and Neglect (ISPICAN).
- 3- The Palestinian NGO Network (PNGO).
- 4- The Palestinian Forum against Child Abuse (PFCCAN). Sawa is the hosting organization for this forum.
- 5- The Child Protection Working Group (CPWG).
- 6- Al-Muntada, A forum of 15 Palestinian NGOs combating violence against women. Sawa is a member and used to be the hosting organization of Al-Muntada for the period 2005-2008. During the reporting period, Sawa worked on a program documenting the forum's experience as well as lobbying and advocating for its role. A manual was produced as a result.
- 7- The Coalition for Safe Abortion.

8- The Palestinian Coalition for a Safety teaching and Learning environment.

Sawa has good relationships with Palestinian Ministries, such as Interior, Education and Labour, and maintains partnership with schools, clubs and community centres.

2.6 Cooperation with other donors; additional project support etc.

Name of donor	Years
EU through PCMD	2003
Friedrich Neumann	2004
Finland Representative Office Fund	2004
Canada Representative Office	2004
Irish Representative Office	2005
UN Agencies	2005
Bread for the World	2004-2011
Oxfam GB	2006 and 2009
European Commotion	2007
Oxfam Québec	2006-2007
ACSUR Las Segovias	2007-2010
Oxfam Novib	2008
SURGIR	2005-2009
Netherlands Representative Office	2008
UNEFEM	2006-2009
Kvinna till Kvinna	2007-2010
Welfare Association	2007-2009
German Development Service (DED)	2009
Group Development	2009
Save the Children Sweden	2009
Open Society Institution	2009
PIA - Palestinian Programme For Childhood	2009
NGO Development Center	2009

3. Project implementation and achievement of the project objective/project goal (attach monitoring format).

3.1 Comparison of planned results with achieved results.

The toll-free 24-hour hotline for women, which was established ten years ago, continued to provide services as planned. Also the newly established toll-free child protection helpline, which was established in 2007 kept functioning successfully. Training courses were conducted to recruit and train new volunteers, women empowerment groups were created as a group therapy mechanism, and the outreach of these services was expanded by conducting outreach awareness activities in schools, community centres, youth clubs, as well as for professionals such as police officers and interrogators in the cases of violence against women and children. This is in addition to providing continuous counselling to callers in need and victims of violence, especially women and children. Through TV and radio spots, the necessity for protecting women and children from all types of sexual, physical and domestic violence was promoted. Victims were provided with guidance and directed to receive support. We also launched advocacy campaigns and supervised the preparation of a practical manual documenting the experience of Al-Muntada (a forum consisting of 15 human rights organizations working in the field of women protection) in the lobbying and advocacy campaigns on women's issues. Women and children received support and were accompanied to hospitals and to the police. Sawa also participated in many regional and international networks and forums.

Main achievements included the following:

- Protecting victimized women and children by adopting and following up their cases – 149 cases of sexual violence against women were adopted and followed up out of 514 calls received during 2008, and 190 cases of child abuse were adopted and followed up out of 8410 calls.
- Participating aside with Al Muntada and the UN agencies and the Ministry of Women Affairs in launching an advocacy campaign for combating all forms of violence against women, which took place in the international week for eliminating violence against women.
- Participating in the lobbying and advocacy campaign for adopting a family protection law.
- Cases of women were adopted and accompanied to hospitals and to the police.
- 281 awareness-raising workshops were conducted, targeting 5182 beneficiaries, 193 workshops were held in governmental and UNRWA schools in the West Bank, East Jerusalem and suburbs for 3608 beneficiaries, 240 parents (mostly mothers) benefited from 8 workshops in East Jerusalem and suburbs, 284 students benefited from 7 workshops in the Hebrew university, Al Quds university and Hind Al Hussein College, 122 professionals benefited from 19 workshops all over the West Bank, East Jerusalem and suburbs, 180 volunteers benefited from 7 workshops in community centres in Ramallah district, 305 children benefited from 20 workshops in summer camps, and finally 443 women benefited from 23 workshops in the Old City of Jerusalem.

Finally, Sawa is an active member in many local, regional and international networks and forums and the hosting organization for two of them. Sawa will maintain its active participation in the civil society on the three levels: locally, regionally and internationally.

3.2 Description of unforeseen results.

On the external level, the war on Gaza prompted Sawa to declare emergency and provide services to all victims in Gaza around the clock with the child protection helpline 121 transformed to a 24 hrs helpline to all victims in Gaza.

On the programme level, Sawa assisted in the establishing a family protection unit in the Ministry of Interior and Sawa was appointed by the Ministry as the official provider of training to all the security system in the PA based on an official decision issued by the Minister of Interior.

3.3 Reasons and comments in case of deviations.

During December 2008, due to the conflict in Gaza, Sawa declared emergency and transformed the child protection 121 helpline to an emergency helpline to all victims in Gaza, working for 24 hrs throughout the week. Therefore, the team worked for 168 hrs weekly instead of 40 hrs. This has burdened Sawa's human and financial resources, as the helpline needs a large number of volunteers, who have professional skills and can spend time in helping the victims via the telephone in view of the lack of direct access to Gaza. Victims, especially traumatized persons, were in need for urgent assistance and counselling via the phone, which was the only means available to them. Therefore, we assigned all the available means that it owns to provide services to these victims until we can provide these services more intensively. To this end, during the conflict, Sawa contacted land and mobile telecommunication companies to grant us the free number 121; so that any person from any telecommunication device can call Sawa to seek the service for free. Sawa recruited 10 well-trained volunteers with professional skills and as a first activity following the crisis, will train them in order to become able to conduct counselling sessions and follow up with traumatized people in Gaza in view of the prevalent psychosocial problems affecting the Gazan community as a whole. Therefore, Sawa will interfere to become the post-conflict reference, which provides psychological and post trauma and social rehabilitation services, which should take place at once at the end of the conflict in Gaza. Along with the 24 hrs helpline, many activities have to be conducted as soon as the conflict stops.

In order to ease the situation during the conflict, since the communications system was shelled by the Israeli forces and mostly ruined, Sawa contacted the Telecommunication San Frontere and Paltel and Jawwal company and as a result Sawa was provided with another three free- toll lines under the 121 witch gave the permission and the possibility for all its clients to be able to call 121 for free.

3.4 Participation of the target group/ beneficiaries (changes, gender-aspect, etc).

Sawa beneficiaries often become volunteers in its activities. The evaluation that is being collected at the end of each activity contributes to assessing the needs on the ground and serves as indirect needs assessment, informing the development of our plan of action for the next program in the following year and assisting in making the needed changes that fit in the community in the right time; that's to say, the right intervention in the right time and for the audience. Increased involvement of beneficiaries in the planning process ensures that our plan of action is suitable and workable. Consequently, Sawa volunteers participate in the implementation of activities and assist in interventions targeted at policy design as well as in assessing the needs on the ground. Many of Sawa staff used to be volunteers before being employed by the organization in view of their qualifications, dedication and commitment.

The beneficiaries of Sawa are mainly 4 target groups: women, children, youth and professionals:

1. Women from Jerusalem and suburbs, the West Bank & Gaza Strip, who are victims of violence
2. Children from Jerusalem and suburbs, the West Bank & Gaza Strip, who are victims of violence. School children – boys and girls – aged 8 and up (no specific area).
3. Children and youth through community centres and summer camps.
4. Professionals: teachers & headmasters, social workers, police officers, prosecutors, doctors & nurses, and university / college students through learning courses or through the community volunteering service units.
5. Parents – men and women (no specific area).
6. Any person who is interested in receiving the training and becoming a volunteer in one of Sawa's programmes.

3.5 Contribution of achieved results towards the project objective / project goal (if possible, use the defined indicators).

The overall objective of Sawa is to participate in the elimination of sexual and psychological violence against women and children and decrease its damaging social effects in the Palestinian society by supporting victims of all forms of violence, and raising community awareness on the problem of violence against women and children within the Palestinian society on both a micro (personal) and macro (social) levels through outreach workshops and awareness raising activities.

The trainings conducted by Sawa have become popular, almost carrying a Sawa “trademark”. We became the official training provider for many organizations and governmental bodies, especially the Palestinian Ministry of Interior, which nominated Sawa as the official training institution of security system officers. In addition, many local and international organizations are asking Sawa to provide their staff with training on hotline-related issues, as being the unique organization providing this service for years now and with rich experience to do so. Our impact can be measured by the following indicators:-

1. There have been an increasing number of callers to the hotline.
2. 20% of students in schools and community centres file cases for the first time after attending an awareness raising workshop by Sawa.
3. An increasing number of professionals cooperate with Sawa after participating in our conferences.
4. New volunteers are recruited by Sawa on the basis of its good reputation.
5. There are many success stories with women and evidenced satisfaction of beneficiaries.
6. Expanding the outreach and advertising the services provided by Sawa encourages an increasing number of women to seek our services, especially victims of violence.
7. All workshops targeted at women are based on the principle of knowledge as a form of power. Women start to feel more empowered after attending the workshops, especially as

they start to perceive their rights and learn how to deal with their children, so they develop the power to change some of their concepts.

8. Many success stories of cases were witnessed during the follow up with the schools and community centres, where we received some cases and many women report that they were able to change their lives.

4. Analysis, comments

4.1 Summary assessment of the project situation at the end of the reporting period.

The main factors that affected the project can be summed up as follows:

Complicated internal and external political circumstances, tightened restrictions on movement and intensified siege on Gaza; internal Palestinian problems such as the “security chaos” and other breaches of the law committed by individuals and bodies with authority, leading to a worsening situation of human rights.

5. Consequences for the work to be done in the future.

5.1 Description of tendencies and perspectives, particularly with regard to changes necessary in project concept / implementation etc.

In the coming stage, Sawa will expand its activities in outreach and training in particular, as we are looking for establishing a training unit. We also will have to make more efforts in the networking level locally and internationally, such as exchanging visits and internships, as well as getting support from volunteers who can help us in publicity and expanding relations. Another focus will be on raising additional funds, and improving the child helpline to be operational around the clock.

Annexes

- 1- **Case Distribution.**
- 2- **Means of Measuring the Indicators and Assessment of Impact.**
- 3- **Organizational Chart.**
- 4- **Strategic Plan.**

Annex (1): CASE DISTRIBUTION

Program per case	Total # of calls and follow up during the reporting period – Jan-Dec 08	Number of cases received and followed up during 2008	Accompaniment	Referrals	Notes
Callers to the Women Hotline	514 calls	149 cases	5	25	
Callers to the Child Protection Helpline	8410 calls	190 cases	6	42	
Total	8924	339 cases	11	67	

Annex (2): TOOLS FOR MEASURING THE INDICATORS AND ASSESSMENT OF IMPACT

1- Cost as per the newly adopted cases in 2008.

Cost of Private Sector Psychologist	Number of cases	Kind of cases	Total	Cost of Private Sector Psychologist 48 session X 200 NIS	Number of Cases	Kind of cases	Total
48 session X 200 NIS	149	Women's Cases		9600 NIS per Case	190	Children's cases	
	149 cases		1,430,400 NIS	9600 NIS per Case	190 cases		1,824,000 NIS

Cost of Private Sector lawyer	Number of cases	Kind of cases	Total
500 NIS per case	11	Accompaniment for children and women	
	11 cases		5,500 NIS

The Total sum of money Sawa saved its clients according to the above matrix is: -

3,259,900 NIS (around 814,975 US\$), which form almost triple of the total budget of Sawa for the same year.

2-

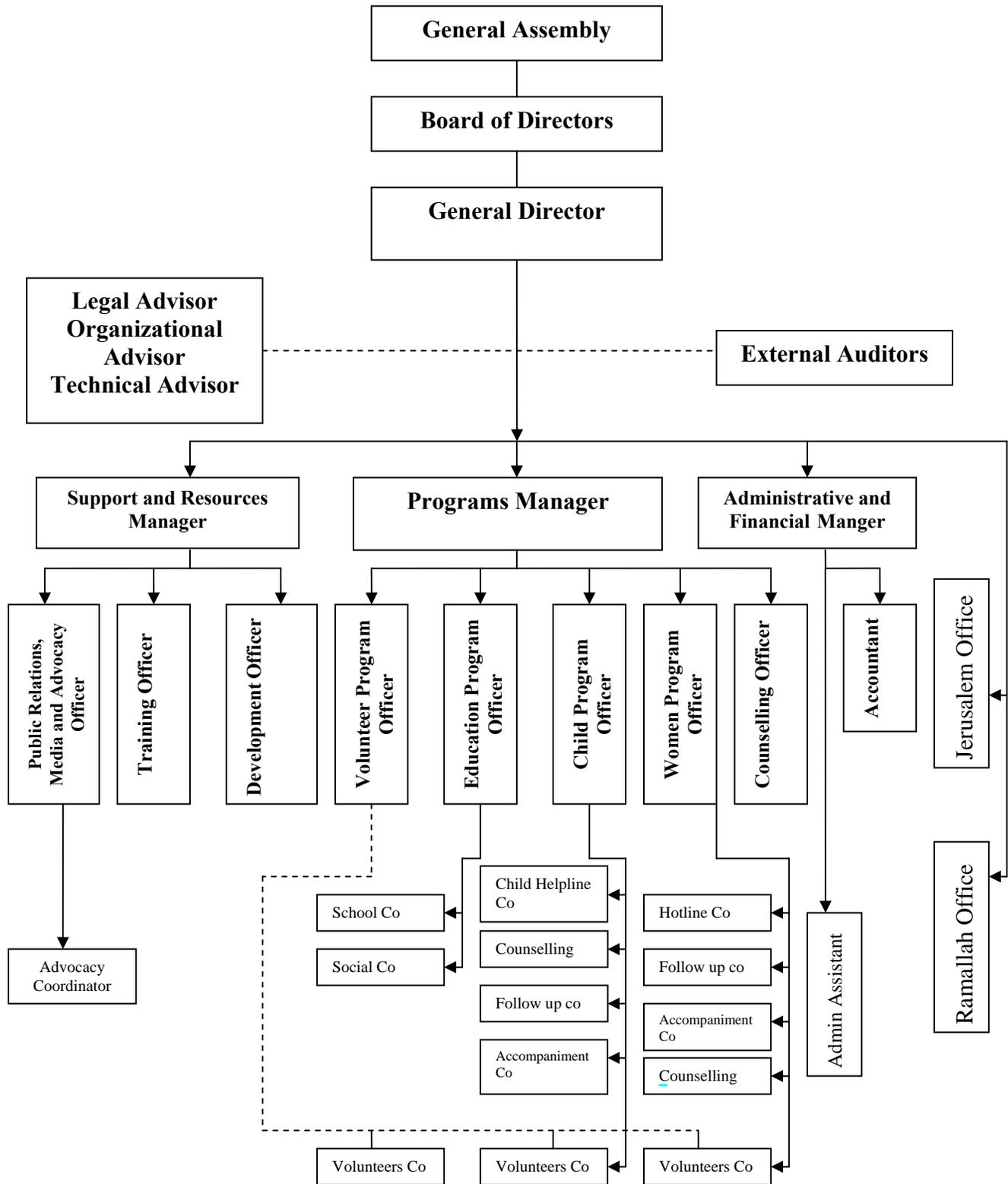
Number of Direct and Indirect Beneficiaries of 2008:

1-	Unit used for measuring the number of beneficiaries is the “family” taking into consideration that the average family size in the Palestinian society is around 6 members.				
	Program type	Target group	Number of direct beneficiaries	Number and description of indirect beneficiaries	Comments
1.1	Hotline for women	Women victims of all forms of violence	Direct beneficiaries of calls were 514 women but 149 of them were women victims of various forms of violence.	Neighbours, husbands, family members, children, peers, and siblings.	<p>Received calls can be divided as follows:</p> <ul style="list-style-type: none"> - Calls from victimized women. - Calls from youth, men and other family members of the victims. - Professionals seeking consultation. - Calls on sexual education issues: pregnancy, STDs, abortion, virginity and hymen, honour killings and others. - Calls to disclose cases or issues.
1.2	Child Protection Helpline 121	Children and parents	Direct beneficiaries of calls were 8410 children but 190 of them were victims of various forms of violence.	Parents, neighbours, family members, peers, friends, and siblings.	<p>Received calls can be divided as follows:</p> <ul style="list-style-type: none"> - Calls from victimized children. - Calls from youth, men and other family members of the victims.

					<ul style="list-style-type: none"> - Professionals seeking consultation. - Calls on sexual education issues such as adolescence issues. - Calls to disclose cases or issues..
1.3	Education and Outreach	Women, children, students, youth, parents and professionals.	<p>5182 individuals through 281 workshops divided as follows:</p> <ol style="list-style-type: none"> 1- School children: 3608 beneficiaries in 193 workshops. 2- Parents: 240 beneficiaries in 8 workshops. 3- University and college students: 284 beneficiaries in 7 workshops. 4- Professionals: 122 beneficiaries in 19 workshops. 5- Community centres volunteers: 180 beneficiaries in 7 workshops. 6- Children in summer camps: 305 beneficiaries in 	Parents, neighbours, family members, peers, friends, and siblings.	

			<p>20 workshops.</p> <p>7- Women: 443 beneficiaries in 23 workshops.</p> <p>8- Around 150 participants in Sawa conference, including about 90 professionals..</p>		
1.4	Volunteers Program	Candidates are any individual over 21 years old	120 candidates applied to become volunteers but 40 persons underwent the intensive training courses of Sawa and became active volunteers.	Parents, neighbours, family members, peers, friends, and siblings.	

Annex (3): ORGANIZATIONAL CHART



Annex (4): STRATEGIC PLAN

SAWA - All the Women Together Today and Tomorrow

Strategic Planning Document

“If you don’t know where you’re going, you’re likely to end up somewhere else.”

February-March 2007

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- 1. Methodology
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- 4. External Environment Analysis
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- 7. Annexes

Introduction

Strategic planning is “a process of determining (1) what your organization intends to accomplish and (2) how you will direct the organization and its resources toward accomplishing these goals” (Barry p. 5)

In terms of planning, “it is a plan describing how an organization interacts with its environment and changes internally to achieve its purpose” (Sos p. 2)

In management terms, “it is a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it” (Bryson p. 4)

In action terms, “the match an organization makes between its own resources and threats or risks and opportunities created by the external environment in which it operates” (Bowman & Asch)

Why Strategic Planning

SAWA believes that the strategic planning is an internal need for the organization, and the organization is willing to start and run the process. The internal needs for strategic planning process can be expressed in the following items:

- 1. It allows us to look at the organization as a whole.
- 2. It improves our ability to respond to changing circumstances
- 3. It encourages us to learn.
- 4. It gives directions.
- 5. It gives us new perspectives.
- 6. It helps us understand how we fit in with other organizations.

In general, SAWA considers the strategic planning as a process and a tool for managing the changes and as an entry point to build our capacities and to be prepared to face the challenges in the surrounding environment.

Within Sawa, the process of strategic planning aims at enhancing the strategic thinking within the organization to formulate a document for Sawa strategic planning.

However, Sawa staff expectations from the strategic planning process vary from great expectations to reasonable fears. These expectation and fears are summarized in the following paragraphs.

Summary of positive expectations from the strategy planning process:

- Clear and unified objectives, ensuring accuracy in its implementation according to requirements.
- Continuous development of the organization's capacity, resources and work perspectives from integrated and comprehensive thinking and gaining a good reputation for the organization locally and internationally.
- Staff upgrading and job stability.
- An opportunity to develop the organization's staff in a continuous and effective manner.

On the other hand, fears from going through the strategic planning were identified as follows:

- Not suitable for the rapid political changes as the alteration in the political conditions may negatively affect the implementation of the plan.
- Imposing complete changes on the organization's staff.
- Not possessing enough economic resources due to the current situation (closure).

Hopes and fears did not prevent the task force for the strategic planning from carrying on with the process. The following sections summarize the outcomes of the process at Sawa.

1. Methodology

"If you don't know where you're going, you're likely to end up somewhere else."

Even for the simplest things that we do, if we want them to work out well we plan. If we're going to the beach or the park with friends we think ahead: when shall we leave? How can we get there? Who should bring the food?

An organization is no different. We have to plan what we do; otherwise we're less likely to succeed. We plan our activities for the day – who do we need to call? When is the meeting? When shall I write the report? Etc. We plan projects: What are the objectives and activities? What resources do we need? What is the timeline? ... Etc.

But do we really know where these projects are leading us? The role of strategic planning is to provide us with our overall sense of direction. It helps us to work out where we want to go, and how we can best get there ... so that we don't "end up somewhere else"?

There are many different approaches that you can take towards strategic planning. We believe that a participatory approach is essential and we based this process on such methods. Strategic

planning may be viewed as mainly the responsibility of senior managers, but it is vital to involve all interest groups in the process. Different groups have different views and perspectives – all of these are equally valid. A strategy can only work if everyone is committed towards it, and the best way of building commitment is ensuring that everyone has the opportunity to help build the strategy. Therefore, in addition to the staff, 3 board members participated in the strategic planning process carried out by Sawa.

By using the participatory approach to strategic planning, Sawa seeks to achieve the following:

- increase commitment: if people are involved in building the process, they will be more committed to implementing it;
- increase understanding: by participating in analysing the situation, people are more able to respond to the challenges and opportunities it brings;
- better analysis: participation of different interest groups brings different views and perspectives on the issues and creates a richer analysis;
- build the capacity: by involving staff or local people, they gain experience and skills;
- build a common purpose: people gain a greater sense of belonging and clearer vision of the future. It draws people together towards achieving their common goal.

Strategic planning is a complex process as we try to juggle with many different aspects all at once:

- How can we identify needs when the field is so huge?
- How can we prioritise these when they're all important?
- What are the most important issue for us?
- How can we meet these needs?
- And many more...

And what's more, the conclusions we arrive at in each aspect have an effect on the others. It would be a daunting task to try to deal with everything at once. We recommend taking things step-by-step.

In this way, each step becomes a manageable task, but each must be approached with awareness that they are part of a process, and it may sometimes be necessary to go back and review briefly earlier steps in the light of new conclusion. There is no right or wrong order for dealing with the steps, but it is important to think through carefully what is right for your organization.

The procedure adopted by Sawa for the strategic planning process went through the ten steps to strategic planning:

Step 1: Getting started

It is a crucial step to prepare for the process properly. Many organizations face problems in their strategic planning process simply because they didn't prepare carefully enough.

Step 2: Defining who you are

This step will help you to clarify what is important for you – what principles you adhere to, what is unique about your organization, what your view of success is ... your mission and vision. This will allow you to have a clearer view of what your organization must do.

Step 3: Aligning with the external environment

In Palestine there is rapid change, uncertainty and a lack of control over many factors. It is very important that you are able to align yourselves with your external environment. You need to understand the processes that create that environment and how they affect what the organization can do. You need to identify what power we have to create change. You need to know what opportunities and threats face us. You need to see the trends within the field, and you need to understand who our target group is and know what they see as their needs and priorities. This will give you “what needs to be done”.

Step 4: Assessing our capacity

There is almost always more that needs to be done than an organization have the capacity to do. This step helps you to understand your strengths and weaknesses, what your limits are and where you have the potential to build your capacity. It will give you “what can be done”.

Step 5: Identifying strategic issues

It is now possible to start identifying your strategic issues. The strategic issues emerge from drawing together steps 2, 3 and 4. what you have done so far is identify “what must be done” (sense of purpose), “what needs to be done” (external analysis), and “what can be done” (capacity). Your strategic issues must fall within each of these. Thus, for example, you can only deal with the need for safety shelter if this fits within your purpose and you have or can have the capacity to work on it. The “overlap” between these three defines your strategic issues.

Step 6: Determining strategic aims

This step will develop a limited number of strategic aims that will give the focus and direction to the work of your organization.

Step 7: Identifying how to make it happen

Can we achieve these aims? What capacities will we need? Is there a gap between?

Step 8: Documenting the plan

Step 9: Action – making it happen

Step 10: Turning full circle – monitoring and reviewing

Comprehensive description of the strategic planning, steps and procedure carried out through Sawa Strategic Planning process is detailed and presented in **Annex 1**.

2- Sense of Purpose

“Without a sense of purpose we are lost”. This statement is true for almost everything we do. In an organization, if we don’t have a sense of purpose we will have no focus on our work. In a constantly changing environment such as what we face here in Palestine, a clear purpose is critical – it can help us see our direction as the situation around us is changing.

The benefits of clarifying our identity are many:

- It focuses discussion on what is truly important
- It mobilizes people towards the same goal
- It helps us check that we’re doing the right thing
- It gives a clearer view of the organization
- Only strategies that fit with the philosophy, core values and culture are likely to succeed
- Clarity helps an organisation maintain its integrity.

The sense of purpose within Sawa was identified through many exercises in which the definition of the values within Sawa, Sawa mission and vision were identified.

2.1 Sawa Mandate and Governance:

Sawa is a non-governmental organization with registration # 58-037-839-6 on September 12th, 2001, governed by the General Assembly, which elects the Executive Committee and Secretary General. The organization is functioning based on Sawa bylaws.

2.2 Sawa Values

The exercises for defining the dominant values at Sawa revealed that the below listed values exist in Sawa but many of these values need to be developed and strengthened:

- Teamwork; caring and respecting each other, supporting each other, respecting privacy, equity and equal opportunities, and participation in decision making,
- Dedication, commitment, cooperative spirit and trust between employees,
- High productivity; professionalism, appreciation of hard work, clear and common objectives, systematic monitoring and evaluation.
- Transparency; trust relations, providing clear picture about the organisation and its objectives, keeping and providing good financial records, commitment and precise implementation of projects, and good marketing of the organisation’s issues.
- Credibility among beneficiaries: respecting the clients and their opinions, concern about their feelings, keeping their secrets, clear limits of the provided support.

2.2 Sawa Mission

Sawa mission can be stated as follows:

“We are a group of Palestinian women who believe in social equity and justice. We work on eliminating the spread of sexual and physical violence against women and children in the Palestinian society through services provision and community awareness.”

The mission statement should be constant – Sawa believes that it doesn't need to change its mission statement at this stage of its evolving process, as it adequately reflects the organization, and gives a clear picture about it.

For any modification on the mission statement in the future, the following issues have to be taken in consideration;

- The name of the organization (Sawa) is not reflecting the mission statement; the organization field of work includes children not just women.
- The mission statement starts with “We are a group of Palestinian women.” This contradicting the nature of the organization.
- Some points have to be considered in any future modification of the mission:
 - Centre instead of Group of Women,
 - Sexual and physical instead of emotional
 - To add the word “protection”
- Sawa bases its success on its unique characteristics: for example, Sawa started as a voluntary organization. The voluntary work is very important for the organization, the field of work and the belief in the struggle against the violence against women and children.

2.3 Sawa Vision

In order to achieve its future status, Sawa should be based on:

- the spirit of teamwork,
- cooperation and trust between employees,
- specialization and credibility in work,
- good reputation and growing popularity,
- broad and strong relations and trust of beneficiaries, and
- variation in activities.

And will build on:

- The development of voluntary spirit and work
- More effective and the well organized way to get results from lobbying and advocacy
- Investing in the development of its personnel.

3.0 Analysis of Sawa Capacity

The capacity analysis includes two components: historical review, and strengths and weaknesses analysis

3.1 Historical review (Organizational Highs and Lows)

Established in 1998, Sawa- All the Women Together, Today and Tomorrow operates out of a strong belief that all survivors of sexual and domestic violence deserve all the assistance and

tools available to attain as complete a recovery as possible. Sawa is structured according to the characteristics and needs of the Palestinian communities in Jerusalem with special attention paid to discretion and cultural norms.

In August 1999, with eight trained volunteers, Sawa's hotline began functioning as a sexual violence hotline, accepting calls 33 hours a week and on call 24 hours a day. Ever since, Sawa has been providing aid and services to survivors of rape and sexual abuse in Jerusalem and its surrounding areas, as well as working to reshape societal attitudes towards sexual violence. Run by Palestinian women for Palestinian society, Sawa offers crisis intervention for survivors including a hotline, accompanying callers to the hospital, police, and courts, and counselling sessions. Moreover, the educational department develops outreach programs throughout the Palestinian community in Jerusalem to increase awareness of sexual violence, advocate mutual honesty and respect between the two sexes, highlight prevention techniques, and inform participants about services available through the Sawa hotline.

Sawa also lobbies relevant institutions to improve the treatment offered to rape survivors and works to bring about changes in policy, procedures and laws. Sawa operates a base of dedicated volunteers, who serve the hotline and the educational programs, escort survivors, facilitate workshops, and work closely with fellow social change organizations, social services, schools, and women's groups serving Palestinian society. Sawa is deservedly garnering a reputation for confidentiality and professionalism, with prompt and sensitive responses to the plethora of issues of sexual violence specifically faced by Palestinian women today.

The Hotline for women victims of sexual and domestic violence is an ongoing project that Sawa has been carrying out since its establishment. The project has become the core component of Sawa's work and complementary to Sawa's educational program. Both programs have ongoing activities that are expected to exist as long as Sawa's programs are functional and are of help to the Palestinian society, especially women victims of sexual and domestic violence.

3.2 *Strengths and Weaknesses*

Sawa employees identified the following weaknesses: absence of clear definition of duties and tasks between staff, lack of enough working space, inadequate attention towards the volunteers, inadequate internal or local resources to ensure the sustainability of services, relatively weak services in the West Bank and Gaza, lack of physiotherapy sessions, mobilization and investment in volunteers, and lack of systematic and regular meetings between the staff and the Board.

They identified the following as the strengths of Sawa:

- Accumulated experiences and professional staff, who believe in the organization's values and principles, along with developed methods and tools used in coordinating programs and activities.
- The staff works in a teamwork manner with great dedication to the organization.
- Every person in Sawa believes in its values and mission, and all work together to achieve common objectives.

- Strong and transparent management and active Board of Directors, internal monitoring and evaluation systems, good personal characteristics of the staff and proved practices in staff recruitment.
- Good volunteers program responding to community needs.
- An encouraging working environment and support to the staff in their work.
- A strong platform of public relations, and good relations with partner organizations.
- Professional methods in delivering the services.

4. External Analysis

Framework for the External Analysis

4.1 Poverty, Vulnerability, and Violence:

The vulnerability of the Palestinian communities highly increased in the last 6 years due to the Israeli military escalation. Access to basic services is weak and not secure for the majority of local communities. Unemployment and poverty are prevalent throughout the Palestinian territories. Within the same communities, certain socio-economic or age and gender groups are vulnerable more than others to external shocks and unable to cope with the new situation due to the limitation of available resources. From official perspectives: food, water and environment are the most essential needs for sustainable livelihoods. The external shock has promoted the prevalence of violence and abuse inside the communities and families. Local communities have limited ability to develop representative bodies and to demand services from the authority. All these circumstances lead to the failure of the old coping mechanisms in facing the new difficult circumstances and lead to more violence, including domestic violence.

Conclusion: It is not possible to predict how long this situation will continue. In any case, the hardly effected socio-economic groups will need several years to recover from the debilitating effect of the external shock.

4.2 Sexual violence as a social problem

At Sawa, we deal with sexual violence as a social problem: in all societies, whether religious or secular, progressive or conservative, the statistics are the same. The society's tendency to blame the victim in cases of sexual violence creates a barrier of shame and fear; often sexually abused women do not tell anyone about their traumatic experience and do not turn to any official bodies for help. Of all women who turn to Sawa for help, 70% do so anonymously and only 20% then file a complaint with the police and/or turn to the welfare department for further treatment.

Conclusion: The families and the community tend to hide sexual violence cases; they consider it shame to disclose it and they blame the sexually abused woman or child.

4.3 Conservative and traditional society

The Palestinian society is characterized by conservative and traditional views where the topic of sexual abuse in all forms is a taboo. With a direct bond existing between female sexuality and

“family honour”, the responsibility for preserving this “honour” is the exclusive domain of Palestinian women. At the same time, responsibilities are not paired with rights – Palestinian women do not enjoy control over their own bodies, sexuality, or reproduction. As a result, Palestinian survivors of sexual violence feel especially aberrant and isolated; shame, fear, communal censure, and a legitimate fear of murder conspire to keep the issue shrouded in secrecy and survivors huddled beneath a suffocating cloak of ignorance, dread, and self-loathing.

Conclusion: In traditional and conservative societies, victims of sexual violence are not controlling their lives and feel especially aberrant, isolated and burdened by shame, fear, communal censure, and a legitimate fear of murder

4.4 Violence inside families

Documentation of data on violence against children whether it is inside the family or schools or in the community is still scarce. Therefore, we cannot form a clear position about the size of the problem. However, documented cases at Sawa centre indicate that 75% of cases received by the centre have been exposed to sexual abuse within the family with ages ranging between 2-15 years. Further clarification of these cases reveals that they have not resorted to the law and/or reported.

Conclusion: There are no official sources documenting the size of the problem of violence against children inside the family. Evidence clearly show that the problem is huge.

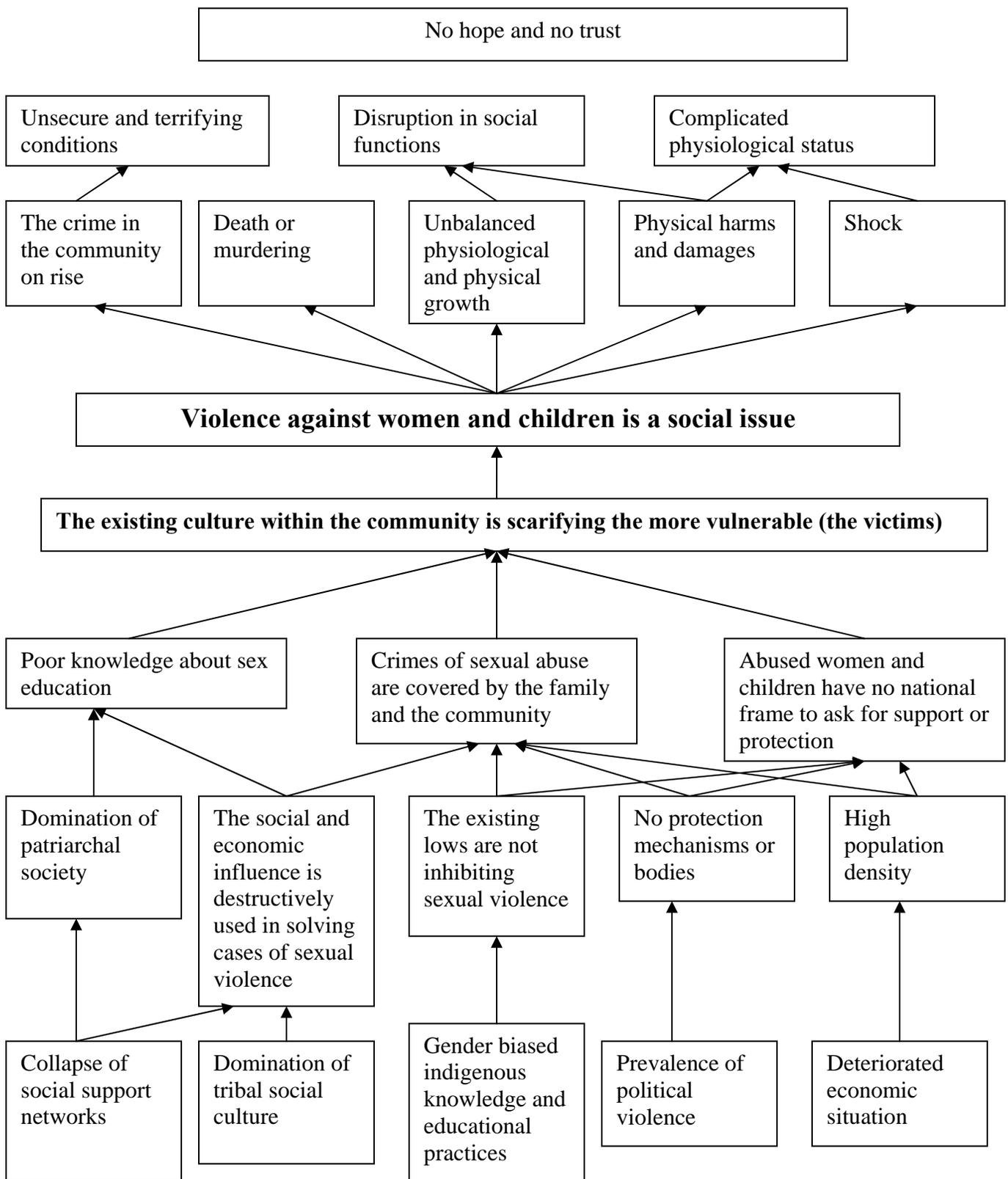
4.5 Early marriage and gender-based separation in the Palestinian society

Finally, the prevalence of early marriage (women under the age of 17) in the Palestinian society is also a serious problem, serving as a barrier to healthy relationships between men and women. Due to the emotional immaturity of teenage brides and their lack of knowledge regarding sex, early marriages are often characterized by gender violence, sexual abuse of the woman, and the raising of children in an environment of hostility and angst.

Additionally, an almost complete separation exists between the sexes in the Palestinian society. Beginning in preschool, school and continuing through high school, university, social functions, and community life, men and women do not commingle and few opportunities exist for interaction. This separation is especially strict during adolescence, when teenagers are experiencing the first stirrings of sexual interest, rebellious desire for independence, and desire to test normative social boundaries. The only forums for inter-gender communication are furtive meetings conducted on the street, filled with self-conscious anxiety, shame, and fear of discovery. Such meetings do not allow for healthy, respectful encounters between teens, and result in young Palestinian women being taken advantage of and hurt. These surreptitious meetings also harm young Palestinian men, ingraining in them false consciousness regarding women and gender relations.

Conclusion: Early marriages perpetuate gender stereotypes in the Palestinian society and make social change a great challenge.

The analysis of the external environment resulted in the following problems tree:



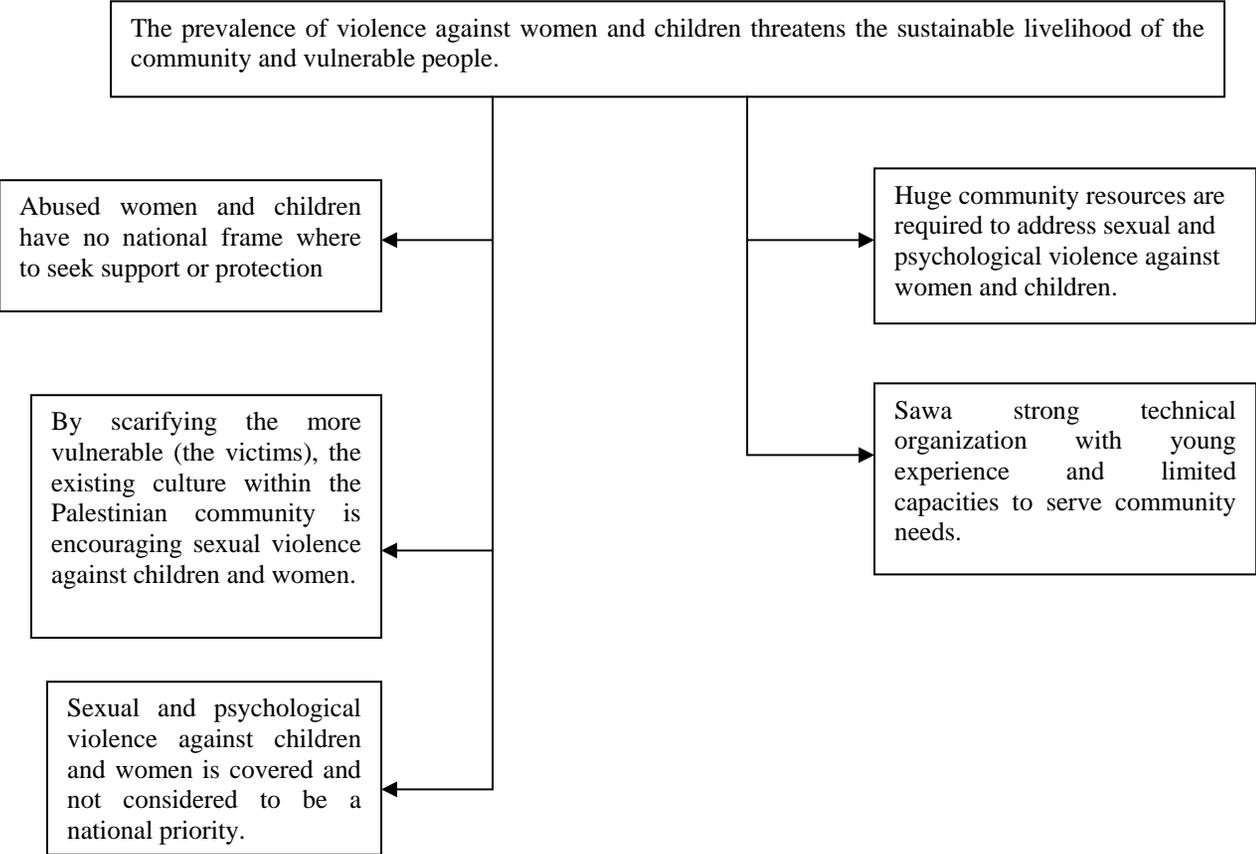
5. Strategic Issues and Objectives

Sawa strategic issues were identified based on the outcomes of steps 2, 3 and 4: “what must be done” (sense of purpose), “what can be done” (capacity) and “what needs to be done” (external analysis). Many strategic issues emerged from the analysis, but only those issues falling within each of these spheres became Sawa strategic issues.

5.1 Strategic issues

- The prevalence of violence against women and children threatens the sustainable livelihood of the community and vulnerable people.
- By scarifying the more vulnerable (the victims), the existing culture within the Palestinian community is encouraging sexual violence against children and women.
- Abused women and children have no national frame where to seek support or protection
- Sexual and psychological violence against children and women is covered and not considered to be a national priority.
- Huge community resources are required to address sexual and psychological violence against women and children.
- Sawa strong technical organization with young experience and limited capacities to serve community needs.

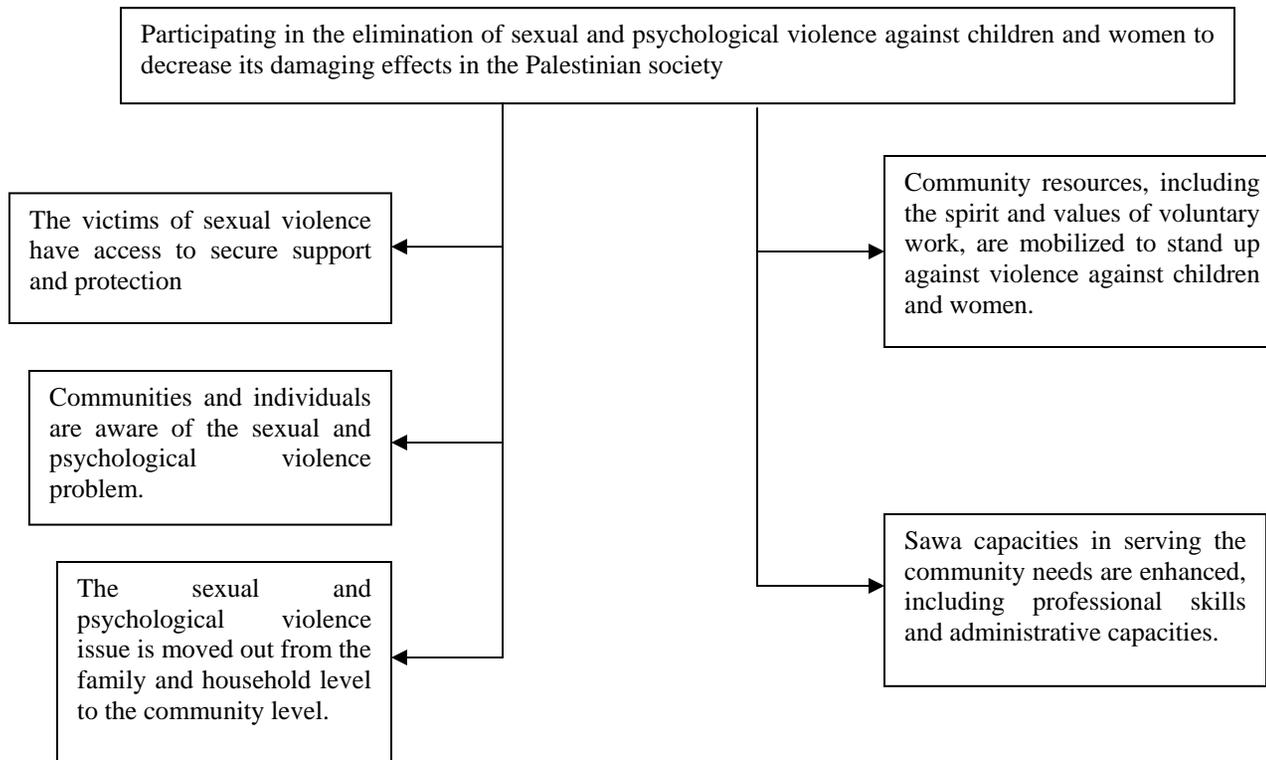
Strategic Issues



5.2 Strategic Objectives

- Participating in the elimination of sexual and psychological violence against children and women to decrease its damaging effects in the Palestinian society
- The victims of sexual violence have access to secure support and protection
- Communities and individuals are aware of the sexual and psychological violence problem.
- The sexual and psychological violence issue is moved out from the family and household level to the community level.
- Community resources and support are mobilized to stand up against violence against children and women
- The spirit and values of voluntary work is enhanced in the community.
- Sawa capacities in serving the community needs are enhanced, including professional skills and administrative capacities.

Strategic Objectives



Main strategic objective:

Participating in the elimination of sexual and psychological violence against children and women to decrease its damaging effects in the Palestinian society	
In order to achieve its main strategic objective, Sawa will work to achieve the following:	
1. The victims of sexual violence have access to secure support and protection	1. Sawa is to expand its team's knowledge in areas relevant to the new fields of work
2. Communities and individuals are aware of the sexual and psychological violence problem.	2. Sawa is to network with international donors in order to expand to new areas of work
3. The sexual and psychological violence issue upgraded (moved up) from the family and household level to community level.	3. Sawa is to develop the capacity of its working team
4. Community resources and support are mobilized to stand up against violence against children and women	4. Sawa is to lobby for law amendments to combat violence
	5. Sawa is to involve more women and volunteers in its work on this issue
	6. Sawa is to mobilize local resources to support its vision and programs

Strategic Objective 1:

1. The victims of sexual violence have access to secure support and protection	
In order to achieve this strategic objective, Sawa will:	
1. A line to support women victims of physical and sexual violence is provided	<i>1. Sawa is to expand knowledge in the area of legal aid.</i>
2. A line to support children victims of physical and sexual violence is provided	<i>2. Sawa to mobilize and lead a national and international campaign toward victims' rights.</i>
<i>3. Provide victims with guidance and direct them to receive support</i>	<i>3. Sawa is to expand its national and international networking, advocacy and lobbying toward victims' rights.</i>
	<i>5. Sawa is to prepare itself to work in physiotherapy treatment</i>

Strategic Objective 2:

2. Communities and individuals are aware of the sexual and psychological violence problem	
In order to achieve this strategic objective, Sawa will:	
1. Develop awareness and educational programs especially designed to target specific age and sex groups	1. Sawa is to participate in public debate on the personal status law.
2. Conduct well developed media campaigns to raise the issue of sexual and physical violence against children and women as a national issue	2. Sawa is to work on keeping its staff up-to-date with new techniques and technologies
3. Provide advanced training to personnel and specialists in the area of sexual and physical violence	3. Sawa is to work on adopting a participatory approach with all stakeholders
4. Ensure that roles and responsibilities of stakeholders within the field are clarified and adopted by all stakeholders.	4. Sawa is to enhance its research capacities and infrastructure
5. Conduct research on the violence problem.	

Strategic Objective 3:

The sexual and psychological violence issue is moved out from the family and household level to the community level.	
In order to achieve this strategic objective, Sawa will:	
1. Bring more decision makers and influential people to join well-designed and effective lobbying and advocacy campaign	1. Sawa is to lobby and advocate toward adopting new Palestinian personal status law and penal code
2. raise the violence issues publicly through participation in and organization of conferences and public events	2. Sawa to work on involving women and children in the campaigns for child and women protection
	3. Sawa to work on involving women and the poor in designing protection and protest campaigns

Strategic Objective 4:

Community resources, including the spirit and values of voluntary work, are mobilized to stand up against violence against children and women.	
In order to achieve this strategic objective, Sawa will:	
1. create more support and voluntary groups in the local community	1. Sawa is to lobby and advocate toward adopting a Palestinian Environmental law
2. establish sector interest networks and groups	2. Sawa to work on developing its networking mechanisms and relations
3. mobilize more volunteers from the local communities	3. Sawa is to invest more in developing the volunteers
4. ensure that communities are more willing to participate and to volunteer in issues of importance for the community	4. Sawa to work on developing and carrying out voluntary awareness campaigns

Strategic Objective 5:

Sawa capacities in serving the community needs are enhanced, including professional skills and administrative capacities.	
1. Sawa Management and internal systems are well developed and updated	1. Sawa to develop its financial management and internal system
2. Management system is flexible in order to absorb the new developments in Sawa new approaches and growth	2. Sawa to adopt new developmental approaches that fit with the new political constrains.
3. Sawa status among civil society is promoted	3. Sawa is to delegate tasks to qualified team
4. Sawa is to enhance its management team capacities	4. Sawa is to invest on the development of its cadre and volunteers.
5. Sawa is to work using program approach rather than activity approach	7. Sawa is to work on marketing its image in a better way

Step 9: Action – making it happen

Sawa believes that in order to make a change and achieve its strategic objectives, it should use a step by step policy, starting from a three-years action plan which will lead the organization to scale up from activities and program level towards program and organizational sustainable framework.

The log-frame of the three-years plan is attached to this document: Annex 3.

Step 10: Turning full circle – monitoring and reviewing

Based on the three-years plan, Sawa will monitor the implementation of the strategy based on the monitoring and evaluation component, which will be designed based on the plan's indicators.

PLAN OF ACTION 2009

#	Main Goal	Participating in the elimination of sexual and psychological violence against children and women to decrease its damaging effects in the Palestinian society				
	STRATEGIES					
A.	Strategic objective	Communities and individuals are aware of the sexual and psychological violence problem.				
		Objectives	Outputs	Activities	Indicators of Success	Inputs Needed
A.1	Access for victims	A.1.1 The victims of sexual violence have access to secure support and protection	1. A line to support women victims of physical and sexual violence is provided by Sawa	<ol style="list-style-type: none"> 1. Opening a toll-free 24-hour hotline 2. Advertising this service in the multimedia 3. Provision of Supervision 4. Training courses 5. Calling the victims and receiving their calls. 	<ul style="list-style-type: none"> - Qualitative improvement in the telephone line - Increased number of line users by: Amount of line working hours are 00 per day. 	<ul style="list-style-type: none"> -Telephone -Volunteers to staff the hotline (4/Day Child Helpline, 8/Day Hotline) -Coordinators (x2) -Transportation -Office Space -Office supplies -Ongoing newspaper advertisements -Promotional campaigns -Publications -Supervision -Materials -Therapy Sessions -Recruitment -Interviews -Registration -Selection committee -Facilitators -Training materials - Comfortable atmosphere for support groups. -Reports and records.

			<p>2.A line to support children victims of physical and sexual violence</p>	<ol style="list-style-type: none"> 1. Opening a toll-free 24-hour helpline 2. Advertising this service in the multimedia 3. Provision of Supervision 4. Training courses 5. Calling the victims and receiving their calls. 	<p>- Number of calls done by children.</p>	<ul style="list-style-type: none"> - Child Helpline - Coordinator - Staff and Volunteers reports - Sawa records -Telephone -Volunteers to staff the hotline (4/Day Child Helpline, 8/Day Hotline) - Sub-coordinators (x2) - Transportation - Office space and supplies - Ongoing newspaper advertisements -Promotional campaigns - Publications - Supervision - Materials - Therapy sessions - Recruitment - Interviews - Registration - Selection committee - Facilitators - Training materials - Comfortable atmosphere for support groups. - Reports and records. - Concentration - Networking - Communication tools (phones, cell phones) - Counsellors - Tools - Car (Long-term goal) - Materials for publication - fees - Clerk
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			3. provide victims with guidance and direct them to receive support	1. Providing related services 2. Conducting training 3. Launching advocacy campaigns 4. Conducting research	- 0000 written instructions and manuals - Satisfaction forms: 1 from each 10 calls.	- Sawa records and publications
			4. Accompany	1. Accompaniment Program		
			5. Referral system	1. Referral system		
			6. Follow up of cases	1. Adopting cases		
		Objectives	Outputs	Activities	Indicators of Success	Inputs Needed
B.	Strategic objective.	The sexual and psychological violence issue is moved out from the family and household level to the community level.				
B.1	Community awareness	B.1.1 Communities and individuals are aware of the sexual and psychological violence problem.	1. Develop awareness and educational programs especially designed to target specific age and sex groups (Community level)	1. Awareness programme 2. Women empowerment groups 3. Youth programmes	- Number of women accessing awareness meetings and workshops - Number of children accessing awareness meetings and workshops - Number of schools covered by the programs - % of women, children participating in the program who are able to make timely calls and seek help from relevant institutions	- Monthly reports - Recorded stories - A random sample survey of 10% of women callers, using a standard form - Facilitator - Consultants - Materials - Materials - Coordination - Hall rent - Refreshments - Networking - Transportation
			2. Develop awareness and educational programs especially designed to target specific age and sex groups (Schools Level)	1. School-based awareness programmes 2. School festival 3. Youth leaders programme	- Number of women accessing awareness meetings and workshops - Number of children	- Monthly reports - Recorded stories - A random sample survey of 10% of women callers, using a standard form

				4. Parents workshops	<p>accessing awareness meetings and workshops</p> <ul style="list-style-type: none"> - Number of schools covered by the programs - % of women, children participating in the program who are able to make timely calls and seek help from relevant institutions 	<ul style="list-style-type: none"> - Facilitator - Consultants - Materials - Materials - Coordination - Hall rent - Refreshments - Networking - Transportation
			3. Provide advanced training to personnel and specialists in the area of sexual and physical violence	<p>1. Programmes</p> <p>2. Training unit</p>	<ul style="list-style-type: none"> - Number of women accessing awareness meetings and workshops - Number of trained persons - Number of training courses and workshops conducted 	<ul style="list-style-type: none"> - Monthly reports - Recorded stories - Sawa records and certificates - Networking - Transportation - Coordination - Materials - Refreshments - Hall rent - Trainers fees - Facilitators fees - Coordinator - Consultant - Computer - Stationary - LCD
			4. Roles and responsibilities of stakeholders within the field are clarified and adopted by all stakeholders.	<p>1. Round tables</p> <p>2. Conferences</p>		<ul style="list-style-type: none"> - Hall rent - Refreshments - Transportation - Networking - Materials - Honorarium for participants - Coordinating fees

			5. Conduct research on the violence problem	1. Research		- Researcher - Field workers to collect data - Transportation
		Objectives	Outputs	Activities	Indicators of Success	Inputs Needed
C.	Strategic objective.	The community resources and support are mobilized to stand up against violence against children and women.				
C.1	Community level	C.1.1 The sexual and psychological violence issue is moved out from the family and household level to the community level.	1. Bring more decision makers and influential people to join well-designed and effective lobbying and advocacy campaign	1. Round Tables 2. Conferences		- Hall rent - Refreshments - Transportation - Networking - Materials - Honorarium for participants - Coordinating fees
			2. The violence issues is publicly raised by participating in and organizing conferences and public events	1. Reports 2. Campaigns		- Coordination - Materials - Networking
			3. Family protection law is drafted (by NGOs)	1. Networking with Al-Muntada		
		Objectives	Outputs	Activities	Indicators of Success	Inputs Needed
D.	Strategic objective.	The spirit and values of voluntary work are enhanced in the community.				
D.1	Community resources and volunteers	D.1.1 Community resources, voluntary work spirit and support are mobilized to stand up against violence against children and women.	1. More support and voluntary groups are created in the local community.	1. Study day		- Hall rent - Refreshments - Transportation - Networking - Materials - Honorarium for participants - Coordinating fees
			2. Sectoral interest networks and groups are established	1. Meetings with the related areas: police, social welfare, education counsellors, health.		

			3. More volunteers are mobilized from the local communities	1. Forum of volunteers 2. Campaigns of volunteers 3. Training of volunteers		- Recruitment - Interviews - Registration - Selection committee - Facilitators - Training materials - Comfortable atmosphere for support groups - Media & advertisements
			4. The communities are more willing to participate and to volunteer in issues of importance to the community			
			5. Volunteer group are prepared (trained) to carry out Sawa's programmes.	1. Support groups forum 2. Activities for volunteers		
		Objectives	Outputs	Activities	Indicators of Success	Inputs Needed
E.	Strategic objective.	Sawa capacities in serving community needs are enhanced, including professional skills and administrative capacities.				
E.1	Organizational Capacity Building	E.1.1 Sawa capacities in serving community needs are enhanced, including professional skills and administrative capacities.	1. Sawa Management and internal systems are well developed and adopted to expand and advance services.	1-Team training 2-Supervision of officers 3-External raining workshops	- Assessment of organizational capacity conducted at months 2 and 18. - Institutional and organizational capacity building plan is developed within 3 months and activities conducted as planned. - Significant change in Sawa organizational capacity. -Strengthened capacity	Sawa can recruit and retain staff and board members with relevant skills

					<p>of second level leadership.</p> <ul style="list-style-type: none"> - Diversified funding base. - Institutionalization of Sawa's mission, vision and strategy across the organization's stakeholders. 	
			<p>2. Management system is flexible in order to absorb the new developments in Sawa new approaches and growth.</p>		<ul style="list-style-type: none"> - New working procedures are adopted. - Modified bylaws. 	
			<p>3. Management team capacities are enhanced.</p>			
			<p>4. Sawa is to work using program approach rather than activity approach.</p>			
			<p>5. Sawa capacities and professional training are built.</p>			

SAWA in photos:



Security forces and police training /Pic1



Security forces and police training /Pic2



Women police training /Pic3



Bet Safafa School workshop / Pic 4



Bet Safafa School workshop / Pic 5



Bet Safafa School workshop / Pic 6



Workshop for women in the old city Jerusalem/Pic 7



Volunteers Training / Pic8



Volunteers Training / Pic9



Sawa's 4th conference / Pic 10



Sawa's 4th conference / Pic 11