

Women's Affairs Center  
(WAC)



**Annual Narrative Report**

**1 January- 31 December 2008**

Gaza, March 2009

## Forward

The Women's Affairs Center (WAC) is an independent and non-profit Palestinian NGO with the purpose of empowering women and advocating women's rights and gender equality through capacity building, development clinic, women research, media, video and advocacy interventions. While implementing its strategy to fulfill its vision, WAC is guided by human rights principles including accountability and rule of law, transparency, tolerance, empowerment, participation and inclusion, equality, equity, non-discrimination and attention to vulnerable groups.

This report "Annual Narrative Report" reflects the actually achieved versus planned activities and developmental results during the period Jan. 1<sup>st</sup> to Dec.31<sup>st</sup> 2008. It also explains problems faced and adjustments made; lessons learned from successful and less successful stories; observed outcomes on target women and impacts on community as a whole; coordination activities; follow up actions; visibility of donors; and sustainability.

My sincere thanks and deep appreciation go to the generous donors for their support. Without this support, WAC would not be able to implement its programs and achieve the target developmental results during the year 2008. So, I would like, on behalf of WAC staff and the women's movement in Gaza Strip, to direct special thanks to (in alphabetical order):

Care International  
Christian Aid  
Dan Church Aid  
Kvinna till Kvinna  
NOVIB Oxfam Netherlands  
Swiss Agency for Development & Cooperation "SDC"  
UNRWA

I am grateful to all WAC staff members for their loyalty, commitment, and for the significant progress we achieved on many fronts despite the challenges faced during the year 2008, including the border closures, siege, sanctions, internal violence and conflicts, deterioration of service provision, rising poverty, and finally the repercussions of the Israeli offensive on Gaza Strip. The experiences in the year 2008 have shown that much can be achieved in even the most difficult circumstances.

I would like express gratitude to all the organizations that have cooperated with WAC to make its work a successful story.

Naila Ayesha  
Director General of WAC

## **Summary**

There is an urgent need for concern at the deteriorating humanitarian and political situation within the Gaza Strip in 2008 and its impact on women, both directly and indirectly. The burden on women due to horrors of the Israeli offensive on Gaza has increased. Under these conditions, the development of a strong and representative civil society has been inadequate. The civil society has lacked professionalism in how to plan effective advocacy strategies towards claiming and achieving women rights causing weak women discourse and inadequate influence on the national development agenda.

With an under developed civil society, existing women organizations lacks the administrative and ideological skills to work for social change and women's rights in Gaza. The existing strong patriarchal culture and gender-biased social attitudes have created a structure restricting women's inclusion in policy-making positions. It is noteworthy that the existing socio-cultural environment in Gaza Strip has caused problems for vulnerable women living in marginalized areas including violence, early marriage, divorce, and inequality with males, isolation in society and inadequate female leadership.

Responding to this situation, WAC implemented activities under five programs based on the strategic plan 2006-2008 towards empowering women and advocating women's rights and gender equality. The programs are capacity building, media and communication, video, research and Developmental Clinic "SMEs". The programs' targeted results (outputs, outcomes on target groups and impacts on society) were achieved without major deviations. Major outputs achieved were professional development of 3 CBOs in Middle area, 160 female university students received financial assistance to continue their higher education, 209 female university graduates and 200 marginalized women trained on gender roles, 5,000 copies of Al-Ghayda magazine published and distributed, 11 radio spots and sessions produced, 86 Journalists trained, 3 films produced, 4 research studies conducted, 6 women received financial assistance for developing their projects and annual exhibition for women entrepreneurs attended by 1500 persons. There are evident success indicators of positive outcomes on target groups and impacts on women sector and society as a whole of the various programs reflecting positive change and development.

Outcomes' evident success indicators include: changes in attitudes, behaviors, quality of relationships and communication/interaction among staff-staff, staff-management and staff- target beneficiary groups in CBOs; increased degree of satisfaction of target beneficiary groups of CBOs; improved quality of life for women entrepreneurs who received financial assistance to support their business projects; increased women autonomy and influence on decision-making at the household level and change skewed gender relations, increased access to employment and training opportunities; increased women's access to university education for marginalized female students giving them more opportunities in life; increased awareness and education in women' rights and gender sensitivity, reduction in family violence against women as a result of knowledge about women's rights to safety; increased non-discrimination in women remuneration by employers; and increased active participation of women in organizational policy making.

Impacts' evident success indicators include professional development of targeted CBOs in north and Rafah; addition of well- trained human resources to women sector; addition of lessons learned from successful and less successful stories to build on; generation of new knowledge via action women research towards better understanding of women and gender issues and their priorities; hybrid of innovative interventions such as the video and media with gender awareness has promoted women empowerment; increased level of community sensitization on women's rights and gender equality issues in Gaza Strip; increased publicity and acknowledgement of women's multiple roles in Palestinian society; growth of women movement in Gaza Strip; established social relationships among the families of targeted beneficiary groups; and increased visibility of WAC and the outreach of its vision and mission in Palestinian society

WAC emphasized on establishing links among the various programs and projects within WAC and with relevant programs and projects in other organizations. The results attained and lessons learned during 2008 were disseminated to be utilized outside WAC.

The main problem faced in 2008 is the deterioration in the political and socioeconomic situation resulting from the international isolation and the Israeli blockade of borders and offensive on the Gaza Strip. Mitigation measures were undertaken by WAC to respond to the changing circumstances. Important lessons

learned in 2008 included flexibility should be ensured in designing the programs, building up in house capacity in report writing, strengthening networking and advocacy, developing intra-communication system within WAC, adaptation of Al-Ghayda magazine to suite the various cultural levels of women and more emphasis on change and development of target groups.

WAC acknowledged the visibility of respected donors' contribution through written and visual identity of the donors in correspondence, website, photographs, posters, briefings, newsletters, press conferences, presentations, invitations, signs, and all other items used to highlight donors participation.

WAC ensured sustainability of the results through: (1) ownership of objectives and achievements of the programs by stakeholders via capacity building of women CBOs, university graduates, marginalized women and competent organizations, (2) the high commitment of all stakeholders involved in the programs' management, (3) embedding of the programs activities in organizational structures of CBOs (Al-Najda, Al-Majd and Women Activity center) through preparation of strategic plans, action plans; organizational structures and administrative policies, (4) consistency of the programs' activities with the local socio-cultural factors, (5) the services provided to target groups are cost efficient (About 30 \$ per beneficiary) indicating high competitiveness with other women organizations, (6) the technology and knowledge provided fits in with existing needs, culture, traditions, skills or knowledge, (7) ability to adapt to and maintain the knowledge and technology acquired without further assistance, (8) cross-cutting issues such as gender equity, environmental impact and good governance; were appropriately accounted for and managed along 2008, (9) proper identification of risks and mitigation measures, and (10) diversify sources of funding.

Follow up actions include establishing electronic forum, regular quarterly meetings and annual main conference on strengthening the role of CBOs in empowering women's rights and gender equality; establishing entrepreneur forum to follow up Developmental Clinic "SMEs" so that women meet every three months; outreach of Al Ghayda will be maximized and more follow up tools will be developed to attain feedback from its readers; utilizing the research results in identifying the actual problems and supporting policy and decision making; and utilize the trainees who

received the ToT from the gender and self assertiveness training programs as well as other training programs to train their peers in various locations in the Gaza Strip.

## Management and Administrative Information

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## Board Members

The following is a list of the Board members whose contribution and efforts have been crucial to the operation and quality of WAC's services:

Name	Background	Title In the Board
1. Ms. Nibras Besisso	Director of the Palestinian Banking Cooperation	Chairman
2. Mr. Khaled Abdel Shafi	Director of the United Nations Development Program (UNDP) in Gaza	Vice Chairman
3. Mr. Sharhabeel El Zaem	Lawyer	Board Member
4. Dr. Ahmad Abu Tawaheineh	Psychiatrist and Human Rights Activist Member.	Board Member
5. Ms. Hanan Rayyan	Director of PalTrade in Gaza	Board Member
6. Ms. Zeinab Al Ghoneime	Lawyer, Head of the Legal Committee of the Palestinian Women's Union	Treasurer
7. Ms. Sabah Abu Ermaneh	A Feminist Activist	Board Member

## **Funding Organizations**

### **Core Programs:**

- NOVIB (The Netherlands)
- Christian Aid (UK)
- Dan church Aid(DCA)
- Swiss Agency for Development & Cooperation (SDC)

### **Projects:**

- UNRWA, Prevention of Violence against Women
- EC via Care International, Empowering Palestinian Women – Transformation Communities (Bena'a).
- Kvinna till Kvinna ( Sweden)



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## **1. Context During 2008**

The socio-economic situation in Gaza Strip is characterized by high population density and growth (reaches 3.4%), high unemployment rate (65%) and almost 90% of the population is living below the poverty line.

The Israeli blockages, economic sanctions and the aggressions have deep impacts on the women of Gaza, particularly on the economic and social levels. The last Israeli offensive on Gaza Strip has resulted in killing 1285 persons of which 111 women representing 8.6% and wounding 4336 persons of which 735 women indicating 17% (Palestinian Centre for human rights). In addition, 5000 homes were completely destroyed and 25,000 homes were damaged leaving thousands of families without shelter. Additionally, agricultural lands, industrial and commercial projects were damaged leaving families without sources of income.

There is an urgent need for concern at the deteriorating humanitarian and political situation within the Gaza Strip and its impact on women, both directly and indirectly. The burden on women due to horrors of the Israeli offensive on Gaza has increased. Women suffer as a result of loss, injury, or imprisonment of one or more members of the family. They also suffer from the destruction of homes and business projects. In some cases women suddenly have become financially responsible for the remaining family. Being unprepared for such social and economic burdens, these women face multiple problems and challenges in protecting their children and securing their basic needs, while suppressing their own fears and emerging psychological issues. There are indications of more wide-spread poverty among female-headed households.

Within the context of impacting women indirectly, unemployment and the intense political instability have created an unsafe environment for the women of Gaza, as they are increasingly becoming victims of violence and abuse. The socio-economic situation, including the high poverty rates and the deteriorating humanitarian situation has adverse effects on the household structure. These conditions create a hostile environment within the home, creating an atmosphere of physical and psychological violence and abuse. Thus Israeli's closure policies, economic sanctions, and internal divisions further aggravate the household environment by which these women are living in. This has a dire effect on the woman as the care taker, on her home, and her relationship with her family and her spouse. It also becomes her responsibility to deal and help the rest of the family cope with the conditions.

The existing strong patriarchal culture and gender-biased social attitudes have created a structure restricting women's inclusion in policy-making positions. The number of females in the senior governmental positions, the PLO executive bodies and the PLC is still very low resulting in weak gender mainstreaming in policies and laws and women's vulnerability and inequitable access to development and resources. It is noteworthy that the existing socio-cultural environment in Gaza Strip has caused problems for vulnerable women living in marginalized areas including violence, early marriage, divorce, and inequality with males, isolation in society and inadequate female leadership.

After the last parliament elections and the take over of Hamas over both the executive and judicial bodies of the authority in Gaza, the development and enforcement of legislative system has been obstructed. It is note worthy that the existing laws and legislations do not grant women access to equal rights, do not protect women from violence and fail to secure their social rights within the family. The laws do not guarantee the ownership rights of women following divorce, except in limited cases, they degrade the dignity of women, and to endanger the health and safety of women by permitting marriage at very young ages and thus limiting the opportunities available to women in the realm of continuing education, work and the development of an independent personality.

Palestinian law enforcement institutions have been unable to protect women from violence, thereby increasing their vulnerability to domestic violence and honor crimes.

Under the prevailing conditions in Gaza Strip, the development of a strong and representative civil society has been inadequate. The civil society lacks professionalism in how to plan effective advocacy strategies towards claiming and achieving women rights causing weak women discourse and inadequate influence on the national development agenda.

With an under developed civil society, existing women organizations lacks the administrative and ideological skills to work for social change and women's rights in Gaza. The women organizations reflected common weaknesses. The shortage of financial resources is the major challenge since they are un-able to meet the requirements of potential donors in relation to good governance. Therefore, these CBOs have been neither able to attract potential human resources nor providing adequate services towards promoting women's participation in decision making in the family and society and their self esteem.

## **2. Assessment of Implementation of Programs' Activities**

This section reflects the actual programs activities implemented during the year 2008 in which there are no major deviations from the action plan. On the contrary, some activities have exceeded the target indicators.

### **2.1 Capacity Building Program Activities**

This program aimed to strengthen the capacity Building of local Women CBOs and individuals via providing CBOs with professional general and specialized training, kind assistance and soft grants; providing tuition fees to female university students; and improving awareness of working and ordinary women on gender issues. The executed activities under this program were:

- A field survey was carried out to identify the needs assessment of the existed women CBOs in the Middle Governorate. The following are the steps of the assessment:
  - Advertising the project start in a workshop attended by 50 representatives from candidate women CBOs in the Middle Governorate.
  - Assigning 4 field coordinators for the field work
  - Planning the field survey for the needs assessment, designing and reviewing the questionnaires
  - Training of the field coordinators on interviews (10 hours)
  - Identifying 26 CBOs in the Middle Governorate
  - Performing the field work
  - The following selection criteria was adopted:
    - Match of goals and programs with WAC
    - Capacity Assessment results
    - Satisfaction of target groups
    - Geographic distribution
    - Image in society.
  - Reviewing and analysis of results, and finally producing the final needs assessment report
  - Data entry and analysis utilized the SPSS statistical package
  - Presenting the results in a workshop attended by 35 representatives of the CBOs .The Presentation addressed the study results and collected feedback from participants
- Three women CBOs were selected according to the identified criteria by WAC for its capacity building program. The three selected CBOs are:

1. Al Najdah Women Association, Deir Al Balah
  2. Al Majd Women Association, Al Nuseirat
  3. Women Activity Center, Al Maghazi
- General training was conducted for 80 hours at the Woman and Family Empowerment Center in Nusseirat in the period of 11/8/2008 to 8/9/2008. It was attended by 19 staff from Al-Najda, Al Majd and Women Activity Center. The training addressed strategic planning, managerial skills including leadership, crises management, report writing, administrative bylaws and gender.
  - Priority needs were assessed for each of the 3 CBOs and specialized training sessions were conducted for then (30 hours each) as follows:
    - Women Activity Center in Magazi: (22) of board of Directors, staff and volunteers attended training on strategic planning which concluded 3 years strategic plan in the period of 13/10/2008 to 28/10/2008.
    - Al-Majd Women Association in Nusseirat: (6) of board of Directors and staff attended training on strategic planning which concluded 3 years strategic plan in the period 9/9/2008 to 16/9/2008.
    - Al-Najda Women Association in Deir Al-Balah: (8) of board of Directors and staff attended training on project proposal writing and administrative policies and procedures which concluded a manual in the period 16/10/2008 to 28/10/2008.
  - 2 consultancy days were provided for each of the 3 CBOs as follows:
    - Women Activity Center in Magazi: (11) staff participated in 2 consultancy days on the preparation of action plan and budget in the period of 29-30/10/2008.
    - Al-Majd Women Association in Nusseirat: (6) of board of Directors and staff attended training on strategic planning which concluded 3 years strategic plan in the period 9/9/2008 to 16/9/2008.
    - Al-Najda Women Association in Deir Al-Balah: (4) staff participated in 2 consultancy days on strategic planning on 23 and 27/12/2008.
  - Conducting 3 training courses (15 hours each) as follows:
    - The first training course on 'Proposal Writing' attended by 22 participants (6 males and 16 females) from various women NGOs. Training took place between Feb 26-28

- The second training course on 'Project Management' attended by 19 participants (4 males and 15 females) from various women NGOs. Training took place between March 16-18
- The third training course on 'Report Writing' attended by 24 participants (5 males and 19 females) from various women NGOs. Training took place between June 26-30.
- Tuition fees were paid for 160 female students in order to support them continue their academic study via the following steps:
  - Registration for assistance was announced
  - Coordination conducted with universities to identify needy students
  - Application were designed and selection criteria set (ensuring diversity of geographic location, universities and majors)
  - Application received and processed
  - Candidates were selected
  - Depositing the scholarship amount of us \$200 directly in the student financial account in the respective university.
- Conducting 2 training courses on gender as follows:
  - The first training on gender for 30 hours (6 days) attended by 22 participants from NGOs and women organizations, university graduates and advocates including 9 males and 13 females in the period 24-28/8/2008. Training included gender vision concept, difference between gender and sex, roles of females and males, and mainstreaming of gender in laws.
  - The second training on gender for 30 hours (6 days) attended by 30 participants from NGOs and women organizations, and university graduates in the period 17-25/9/2008. Training included development and gender, gender concept, difference between gender and sex and roles of females and males.
- Two training courses (40 hours each) attended by two groups of 26 and 27 female new university graduates respectively from various universities, fields and geographical areas to improve the graduates' career and market needs orientation. They included gender, communication skills, planning, team work, CV preparation and interview. The first training was conducted in the period 23/3/2008 to 4/4/2008 and the second training was conducted in the period 20-29/7/2008.

- Holding 5 workshops to develop women's knowledge in basic gender issues and the role of women in community participation, networking and communication as follows:
  - The first workshop on the "Role of Women and their Societal Participation" attended by 42 working women and volunteers. Participants discussed the various roles of women in the Palestinian society including household to political participation roles. It was conducted in Jabalia Friends Association on 24/3/2008 in the context of March 8th event activities.
  - The second workshop on the "Role of Women and their Societal Participation" attended by 52 working women and volunteers. Participants discussed the societal participation and inclusion and the need their support. The workshop was conducted in Beit Hanoun A'taa Association on 8/9/2008.
  - The third workshop on "Gender and development" attended by 23 working women and volunteers. Participants discussed the gender concept, gender and development, development role in alleviating poverty and solving women issues. The workshop was conducted in Women Health Center in Bureij on 14/9/2008.
  - The fourth workshop on "Gender" attended by 33 working women and volunteers. Participants discussed the gender concept, gender and development, roles of women and men. The workshop was conducted in Church Union in Gaza on 3/11/2008.
  - The fifth workshop on the film "Able to make the change" attended by 55 working women, volunteers and new graduates as part of the activities under International Day for Elimination of Violence Against Women. The workshop was conducted in Church Union in Gaza on 24/11/2008.
- Conducting 6 awareness workshops attended by (200) marginalized household women.
  - The first workshop on the "Violence against Women" attended by 22 household women from Al-Magazi. Participants discussed the concepts of violence against women, violence forms, causes and effects. Besides, a related film produced by WAC was presented and discussed. They recommended intensifying the awareness workshops with focus on men and providing psychological and social support to

women at risk. The workshop was conducted in Women Activity Center in Al-Magazi on 22/7/2008.

- The second workshop on the "Violence against Women" attended by 25 household women from Deir Al-Balah. Participants discussed the concepts of violence against women, violence forms, causes and effects. Besides, a related film produced by WAC was presented and discussed. They recommended awareness campaigns "from house to house" and providing psychological and social support to women at risk. The workshop was conducted in Arab Friends Forum- Deir Al-Balah on 20/8/2008.
- The third workshop on "Divorce" attended by 25 women from Nusseirat. Participants discussed the concepts of divorce, forms, causes and effects, social and economic repercussions of divorce and the image of divorced woman in society. The workshop was conducted at Al-Majd Organization-Nusseirat on 20/8/2008.
- The fourth workshop on "Early Marriage" attended by 23 women from Nusseirat. Participants discussed the concepts of early marriage, forms, spread, causes and psychosocial impacts on divorced women and communities in the Middle area. They recommended intensifying awareness campaigns for parents as they decide on the marriage of their daughters. The workshop was conducted at Women activity Center- Nusseirat on 21/8/2008.
- The fifth workshop on "Divorce" attended by 80 women from Qarara. Participants discussed the concepts of divorce, forms, causes and effects. They recommended increase the marriage age, increase awareness of female and male youth and ensure women rights. The workshop was conducted at Women and Child Development Association- Qarara on 4/9/2008.
- The sixth workshop on "Woman and inheritance" attended by 25 women from Bureij. Participants discussed the concepts of women inheritance across decades, women inheritance in Islam, , situations where women rights equal men rights. They recommended increase the number of awareness sessions on the women inheritance. The workshop was conducted at Youth for Palestine Association- Bureij on 21/9/2008.



- Conducting common training workshops for the 5 women CBOs in the north and south which were part of earlier stages of the project.
  - Two training workshops were conducted on ‘Gender and Projects’ for 10 hours attended by 10 participants from the 5 women CBOs targeted in pervious years. Training topics included: gender based indicators, proposal writing, activating untraditional women roles in development. Training took place between May 20 and 22.
  - Training on advanced management skills for 65 hours attended by 18 participants from earlier beneficiary CBOs in northern and southern Gaza Strip. It tackled organizational structures, institutional bylaws, participatory needs assessment, project evaluation, report writing, gender and management. By the end of training, the participants of CBOs drafted administrative policies and procedures.
- Providing in-kind assistance and soft grants to each of the 5 targeted CBOs to support proposed projects based on their priority needs. The implemented projects were as follows:
  - Saving and Lending Association: the project tackled training and capacity building for women entrepreneurs. The project duration was 4 months from 1/8/2008 to 2/12/2008. The project targeted marginalized rural women and women entrepreneurs who faced problems in repaying loans.
  - **Family Development Association:** the project addressed enhancing the capacity of 20 female university graduates in Beit Hanoun. It started on 1/9/2008 and ended 25/11/2008.
  - **Women Activity Center in Rafah:** the project aimed to develop staff capacity towards improvement of performance and quality of services provided to women. It targeted 25 of the Center's staff and volunteers in the period 17/8/2008 to 9/10/2008.
  - **Women General Union:** the project focused on awareness Campaigns on Violence against women. It targeted 462 marginalized women and household women in Rafah in the period 20/7/2008 to 20/9/2008.
  - **Al Quds Medical Center:** the project tackled the Health Education targeting marginalized children and women in Beit Hanoun area in the period 1/9/2008 to 31/12/2008.



Capacity Building Activities

## 2.2 Media and Communication Program Activities

The Media and Communication Program meant to publicize the role of women in the Palestinian society through maximizing the outreach of Al-Ghayda magazine, using media tools to highlight women and gender issues, media coverage of WAC's activities, training journalists in managing media and celebration of March 8<sup>th</sup> festivity. The activities implemented under the Media and Communication Program included:

- Publishing and distributing 5 issues of Al-Ghayda magazine with a total of 5000 copies. The first issue tackled women CBOs under siege and after the Hamas military take over of Gaza and the second issue reflects the society image on women roles in media. The third issue presents woman and law and the fourth issue tackles mainly woman and culture while the fifth issue focused on violence against women and other women issues.
- 9 Radio sessions have been produced

- The first and second sessions were produced in coordination with Alwan local Radio in March celebrating March 8th and paying tribute to high-achieving women.
- The third and fourth sessions were produced in coordination with Voice of the People local radio focusing on the nature of the women CBOs' mission and speech amidst the current political changes.
- The fifth and sixth sessions were produced in coordination with Alwan local Radio focusing on the policy of relief and development women's organizations while the other one on the status of female movie makers in the Gaza Strip.
- The remaining sessions focused on national reconciliation dialogue and violence against women.
- Prod-casting 2 radio spots on women issues:
  - The first radio spot has been produced in coordination with Mashareq Production Center focusing on women under the current siege as well as women's achievement in Palestinian history. The program was broadcasted in Alwan Radio and Gaza FM (8 times daily between March 8 and 15).
  - The second radio spot addressed the right of female students to access education mainly the secondary and university education. It promoted females to continue their education and not to remain at home giving up to the tribal traditions. Besides, the session included career orientation for female students.
- Preparing and implementing 5 TV sessions/shows in cooperation with Arab and local satellite channels (Palestine TV, Algerian TV, Pal-Media, Arab Media Network) to discuss International Women Day, women issues and ambitions, issues of female journalists and violence against women). In October and November, TV session was organized on violence against women in cooperation with SHAHIN Media Production. The TV session included 3 TV spots. It was planned to prod cast the session via Palestine Satellite Channel (PSC) but cancelled due to the Israeli offensive on Gaza Strip.
- Producing and printing 150 news reports covering the center and its programs' activities in the three main local newspapers: Al Quds, Al Hayyat and Al Ayam, as well as other media and news networks such as Ramattan, Wafa, Maan and PalPress.

- Conducting four training sessions (92 hours) for a total of 86 journalists:
  - The first training on ‘Writing News Stories (Feature)’ attended by 25 Journalists for 20 training hours during the period Feb. 11 to 14.
  - The second training on the ‘Neutrality of Journalism in the time of Crisis’ attended by 20 Journalists for 27 training hours by the end of April.
  - The third training session on ‘Press Foundation and Press Dialogue’ attended by 20 Journalists from various media organizations for 20 training hours.
  - The fourth training session on ‘Management of Public Relations in Women Civil Society Organizations’ attended by 21 Journalists from various media organizations for 25 training hours.
- Four specialized workshops were held for female journalists as follows:
  - The first workshop on the ‘situation of female journalists amidst the siege and Hamas take over as well as the status of threats and violations against women CBOs. The 3 hour workshop was attended by various journalists and media experts on Feb. 6th.
  - The second workshop on the ‘status of female media and possibilities for development’. The workshop was attended by 40 journalists and took the form of moderated brainstorming sessions – took place in April.
  - The third workshop on ‘Gaza female journalists between reality and ambition’ in coordination with the Creative Women Association. The workshop was attended by 40 female journalists who presented their papers and led discussions – took place in May.
  - The fourth workshop on the ‘Legal status of women in the Gaza Strip and women advocacy needs’. The two hour workshop was attended by 20 journalists and media experts on June 24th
- Conducting one day gathering in cooperation with South Media Forum. The forum was attended by 45 journalists and activists and discussed promotion of the role of female journalists in media organizations to mainstream gender in their work.
- The Program conducted several activities in the context of the celebration of March 8th – preparation started mid Feb.- as follows:
  - Conducting a special festivity on March 13th under the theme ‘Despite of the Siege, March 8th comes marching’. The festivity was attended

by more than 500 participants representing political parties, CBO and CSO leaders, journalists and intellectuals. A documentary about WAC'S activities in 2007 was displayed as well as many folklore and traditional songs and dance.

- A special poster for the occasion was printed and distributed along with a mug with March 8th and WAC logos.
- A special gallery of women's photos was created.
- Wall Paintings were displayed in Gaza's streets for 2 months showing the logo of March 8th and WAC.
- An exhibition for women products was conducted and portrayed the theme 'Products of our women challenge the siege'.
- A huge women's march was organized by WAC and the women's sector of the Palestinian NGO Network (PNGO) celebrating the occasion and protesting Israeli violations against the Palestinian people.
- The festivity has been extensively covered by the local media.





## Media Activities

### 2.3 Video Program Activities

The Video Program intended to create an alternate and improve image of women in society by training of women on film production, networking with other specialized organizations, improving of women knowledge on gender issues and producing films on WAC activities and research program. The achieved activities under the Video Program were:

- (4) Courses have been conducted and attended by (18) women either working in media or mass communication students in local universities.
  - First course on Digital Video Shooting, Editing and Montage (80 training hours).
  - Second course on Script Writing, Lighting and Sound (40 training hours).
  - Third course on Theatre, TV Film and Documentaries Direction (80 training hours).
  - Fourth course production of 4 films tackling women issues in Gaza. The films are: (1) "Kingdom's Ladies" focusing on the social and professional status of media women, (2) "Here and There" reflecting the life of three foreign women married by Palestinian men and living in Gaza, (3) " Another Story" explaining the woman and poverty and her fighting to win bread under siege, and (4) " Women from Palestine" women accessed positions were limited to men and achieved equality with them.

- 4 specialized technical workshops attended by specialized editors and film producers and trainees to discuss the 4 films.
- 12 trainees attended internships at local media production firms and satellite channels as follows: 3 trainees at Russia Agency Today, 4 trainees at Palestine Firm for Media Production, 3 trainees at Maa'n Firm for Media Production and 2 trainees at Al-Waha Firm. Five trainees were employed at local media production firms and satellite channels either with full salaries or award.
- Four specialized workshops have been held and attended by 330 women, films have been displayed and discussed respectively as follows:
  - The first workshop on 'Problems and Constraints of Film Production in Gaza'. It was attended by 100 female students majoring in Media from Al Aqsa University. A film (production of WAC 2007) titled 'It will still be Diaspora' was displayed and discussed during the workshop.
  - The second workshop on 'Graduation Film Projects - Reality and Ambition'. It was attended by 60 female Media students and graduates in coordination with the Southern Gaza Female Journalists Forum in Rafah. A film (production of WAC 2007) titled 'Chain Links' was displayed and discussed during the workshop.
  - The third workshop on "Challenges Facing Film Editors in Gaza Strip".
  - The fourth workshop on 'Processing the Executive Film Script'. It was attended by 40 female trainees of WAC. A film titled 'Trespassers of the Skin of Gaza' was displayed and discussed during the workshop.
- Nine awareness workshops have been conducted and attended by 602 women. During the workshop films have been displayed and discussed as follows:
  - The first workshop on women's role in work. A film titled 'Women in Men's Fields', was displayed and discussed by 30 women. In coordination with the Southern Gaza Female Journalists Forum in Rafah.
  - The second workshop was on the effect of lawlessness on women. A film, 'This is my Homeland', was shown and discussed by 32 women in Jabalia in coordination with Al Anqaa Association for Social Development.

- During the third workshop, the same film was displayed and discussed by 60 women in Jabalia in coordination with the Women Empowerment Center
- During the fourth workshop, the same film was displayed and discussed by 90 women in Beit Hanoun in coordination with the Family Development Association
- During the fifth workshop, the same film was displayed and discussed by 75 women in Shejayia district in Gaza in coordination with Zakher Association.
- During the sixth workshop, the same film was displayed and discussed by 85 women in Sheikh Radwan district in Gaza in coordination with Zakher Association.
- The seventh workshop on women and work. A film titled 'I am the Moon' was displayed and discussed by 80 women staff of Al Azhar University in the context of the 8th March events.
- The eighth workshop on The voice of deprivation, (about divorce) in Beit Lahia village.
- The ninth workshop on The voice of deprivation, (about divorce) at the Palestinian Women general Union in Beit Lahia Housing Project.
- Producing 3 films as follows:
  - A film on 4 of WAC supported SME Program's small projects.
  - A film on 4 divorce issues focusing on the impact of lawlessness on the social fabric.
  - A film documenting WAC implemented activities and achieved results during 2008.







## Video Activities

### 2.4 Research Program Activities

The Research program aimed to supporting society and the women's movement in the Gaza Strip with the necessary information about women and gender issues. Following are the activities implemented under this program:

- Training 12 female participants in research methodology with focus on women issues. The training aimed to enhance the skills of the trainees and equip the women organizations with female researchers. Training took place between 31/3/2008 and 27/4/2008. Four of the participants have been chosen to conduct research studies. Moreover, conducting a total of 24 hours of meetings with the selected female researchers.
- Four research studies are being conducted in the period 1/6/2008 to 30/10/2008 as follows:
  - The first study titled 'Studying the Impact of the Grants and Loans provided by WAC – SME Program'. The study aimed at evaluating and developing of the SME program.

- The second study – a Masters Thesis - titled ‘Social Skills and their Effect on the Decision Making Capacity among Women Leaders in Palestinian Civil Society’.
  - The third study entitled ‘The Impact of the Intra-Palestinian Fighting on Social Fabric and Family Relationships’, with focus on issues such as violence against women, divorce, and social roles.
  - The fourth study titled ‘A Comparative Study of Women Mourning the Loss of their Children due the Israeli Army as compared to that caused by the Intra-Palestinian Fighting’, with focus on the status of women amidst the exceptional situation in the Gaza Strip.
  - Translating 5 summaries of previous studies into English. Topics included: women in the Mawasi area, rape, depriving women of their inheritance privileges and the impact of lawlessness on women.
  - Preparing the women research manual including 57 women research and reports.
- Extending the outreach and networking with relevant research organizations such as the Palestinian Woman Center for Research and Documentation- Ramallah and Women Research and Counseling Center- Gaza.
  - Providing research studies to 110 visitors from organizations and universities.
  - Organizing 5 workshops to discuss research studies attended by 225 participants.
  - Publishing research studies in Al-Ghayda magazine, Women Voice newspaper, Arab Weekly Newspaper in London, Maa'n media Agency and Amed. Besides, the research studies were disseminated via Palestine Satellite Channel.
  - WAC assigned a Library administrator and books being lent to university students.
  - Assigning Web administrator and the existing website was developed gradually and supplied with Arabic reports routinely accessible online.



Research Activities

**2.5 Development Clinic “SMEs” Program Activities**

This program intended to improve the economic welfare of disadvantaged women in the Gaza Strip via enhancing the knowledge and skills of disadvantaged women in business; training of working women in credit organizations on development and human rights; and

developing database system of women entrepreneurs. The activities implemented under this program included:

- Two training courses were conducted on "how to start your business" as follows:
  - The first training was attended by 25 women with professional skills in coordination with the GCMHP women support and rehabilitation project, Rafah.
  - The second training was conducted at WAC in the period 20-28 August, 2008 and attended by 25 rural marginalized women from Deir El-Balah. It focused on utilizing the simple skills of women in creating job opportunities and developing the skills of women on feasibility studies.
  - Feasibility studies of potential projects have been developed
- One training course was held and 20 women entrepreneurs benefited from the training. The training was conducted in coordination with the Woman and Society Empowerment Center, Nusseirat.
  - (6) women received financial assistance (1000\$ each) for developing their projects.
- Two days workshop was held and 10 women beneficiaries of 2007 projects attended and received consultation regarding their projects and reflected on their learned lessons
- Monitoring & follow up with the targeted women.
- Conducting (2) training courses on " Development and Human Rights". The first and second training courses were attended by 23 and 22 female staff respectively from credit and other civil society organizations.
- One exhibition was held in the context of March 8th celebration whereas 26 women NGOs participated with their handcrafts and food products, alongside individual productive women. The exhibition has contributed to enhancing the participation of women entrepreneurs to network with each other and other women NGOs, marketing and promoting their products and enhancing the role of women in economic development. The exhibition was inaugurated by the Mayor of Gaza and there were over 1,500 visitors during the three days. Good media coverage was provided, and traditional folklore and dance took place in the background. The sales rates exceeded 70% despite the current economic recess.

- Three specialized workshops on "women and small business projects" attended by 89 women as follows:
  - The first workshop attended by 24 women, in coordination with the Disabled Rehabilitation Association, Rafah.
  - The second workshop was attended by 32 women from rural areas, in coordination with Sharaka Development Association, Deir Al Balah.
  - The third workshop attended by 33 women with Women Rehabilitation project-Gaza of the Mental health Program.
- Documenting of cases of women pioneers as case studies and conducting a research study on status of the women beneficiaries of the program.
- Producing knowledge about women entrepreneur success and status based on the analysis of the data.



Development Clinic Activities

### 3. Assessment of Achievement of Results

The achievement of the target results of the strategic plan (Outputs, outcomes and impacts) during the year 2008 have been reached without any considerable deviations reflecting adequate efficiency and effectiveness of programs' implementation.

#### 3.1 Outputs

##### 3.1.1 Programs

##### 3.1.1.1 Capacity Building

- 22 participants from women CBOs and NGOs were trained in skills of 'Proposal Writing'.

- 19 Participants from women CBOs and NGOs were trained in ‘Project Management’.
- 24 participants from women CBOs and NGOs were trained in ‘Report Writing’.
- 53 female university graduates were trained in “Management and Leadership Skills”.
- 52 participants from women CBOs and NGOs were trained in ‘Gender’.
- 19 participants from women CBOs were trained in ‘Capacity Building of Women CBOs’.
- 54 participants from women CBOs were trained in various topics (strategic planning, administrative policies and procedures manual).
- 19 participants from women CBOs attended consultation sessions in strategic planning, action planning and project management.
- 28 participants from women CBOs were trained in 'advanced management skills'.
- 209 female university graduates have become more aware of their gender roles.
- 200 marginalized and household women have become more aware of their gender roles.
- 160 female university students received financial assistance with their tuition fees.

#### **3.1.1.2 Media and Communication**

- 5,000 copies of Al-Ghayda magazine published and distributed.
- 2 Radio spots produced and displayed on women issues.
- 9 Radio sessions broadcast on local radio stations.
- 5 TV sessions/shows in cooperation with Arab and local satellite channels.
- 150 reports of media coverage about WAC activities produced for local newspapers, internet domains, and news agencies.
- 86 Journalists from various media organizations attended 4 specialized training courses on journalism including: Writing News Stories (Feature), Neutrality of Journalism in the time of Crisis, Press Foundation and Press Dialogue and Management of Public Relations in Women Civil Society Organizations.

- 100 participants including female journalists and experts attended 4 specialized workshops on gender and media issues.
- 45 journalists and activists attended one day gathering and discussed promotion of the role of female journalists in media organizations to mainstream gender in their work.
- More than 500 participants from organizations and individuals attended celebrations of International Woman’s Day on 8th of March.

#### **3.1.1.3 Video**

- 18 women were trained in film production as 4 courses have been conducted with a total of 200 training hours.
- 12 women trainees attended internships at local media production firms and satellite channels.
- 5 women trainees employed at local media production firms and satellite channels either with full salaries or award.
- 330 women have attended specialized workshops on professional Skills of Film Production and context of films.
- 602 working and disadvantaged women have attended 9 awareness workshops on gender issues, domestic violence, divorce and women rights.
- 3 films are being produced: the first on four of WAC-supported SME Program’s small projects, the second on the impact of lawlessness on the fabric of society and the third on WAC implemented activities and achieved results during 2008.

#### **3.1.1.4 Research Program**

- 12 female participants were trained in research methodology with a focus on women issues.
- 4 research studies were conducted: The first on ‘Studying the Impact of the Grants and Loans provided by WAC – SME Program’, The second on – a Masters Thesis - titled ‘Social Skills and their Effect on the Decision Making Capacity among Women Leaders in Palestinian Civil Society’, the third on ‘The Impact of the Intra-Palestinian Fighting on Social Fabric and Family Relationships’ and the fourth on ‘A Comparative Study of Women Mourning the Loss of their Children due the Israeli Army as compared to that caused by the Intra-Palestinian Fighting’.

- 5 summaries of previous studies have been translated into English. Topics included: women in the Mawasi area, rape, depriving women of their inheritance privileges and the impact of lawlessness on women.
- More than 57 studies and reports have been collected in an effort to produce a manual for women-related studies.
- Networking established with relevant research organizations such as the Palestinian Woman Center for Research and Documentation- Ramallah and Women Research and Counseling Center- Gaza.
- 110 visitors from organizations and universities received research studies.
- 225 participants attended (5) workshops to discuss research studies
- Research studies published in Al-Ghayda magazine, Women Voice newspaper, Arab Weekly Newspaper in London, Maa'n media Agency and Amed; and disseminated via Palestine Satellite Channel.
- Existing library developed.
- Existing website upgraded.

#### **3.1.1.5 Developmental Clinic “SMES”**

- 50 disadvantaged women have been trained and gained knowledge on "How to Start Your Business"
- 20 disadvantaged women have been trained in order to enhance their skills in improving their businesses.
- 6 women received financial assistance (1000\$ each) for developing their projects.
- 10 women – beneficiaries of projects carried out in 2008 received consultations during 2 consultation sessions.
- 55 working women from credit and other civil society organizations trained in “Development and Human Rights”.
- Disadvantaged women entrepreneurs participated in one annual exhibition. 26 women NGOs participated and visitors exceeded 1,500.
- 89 disadvantaged women improved their awareness during 3 workshops on gender and development issues.
- Documented cases of women pioneers in small businesses as case studies.
- Produced knowledge about women entrepreneur success and status based on the analysis of the data.



### **3.1.2 Projects**

#### **- Prevention of Violence against Women – UNRWA**

**Objective:** Raising the awareness of women and families with regard to domestic violence and allowing women to express themselves and their experiences

**Results:**

- Conducting 30 discussion groups for women each involving 12 women. Each discussion group will involve one session per week for three months. Two groups will be held in each governorate concurrently totaling ten groups across the Gaza Strip every three months. The groups will be delivered for a period of 9 months and involve a minimum of 360 women.
- Conducting 30 discussion groups for families and each discussion group will involve 20 participants. Each discussion group will involve one session per week for three months. Two groups will be held in each governorate concurrently totaling ten groups across the Gaza Strip every three months. The groups will be delivered for a period of 9 months and involve a minimum of 600 participants.

**Beneficiaries:**

The beneficiaries included 360 women attending discussion groups for women and 600 participants of discussion groups of families from marginalized communities in the whole Gaza Strip.

#### **- Empowering Palestinian Women – Transformation Communities (Bena'a) – EC via Care International**

**Objective:** Contribute to poverty eradication and promote gender equity and women's empowerment.

**Results:**

- Organizational capacity of CBOs strengthened through tailored training in areas such as financial management, resource mobilization and internal governance.
- Increased knowledge and skills among CBOs in the use of participatory approaches for the development of community action plans that represent the interests of women
- Improved capacity of CBOs to build coalitions and advocate for women's political participation and social and economic development

- Improvement in the attitudes towards gender norms and women's participation in social, political and economic spheres of their communities.

**Beneficiaries:**

The target groups include 2,500 women in the whole of the Gaza Strip, WAC and WATC, ten CBOs. Beneficiaries include 200,000 people both men and women of all age groups in the whole Gaza Strip.

**3.2 Outcomes on Target Groups**

There are indications of positive outcomes on target groups of the various programs. Evident success indicators are:

- Changes in attitudes, behaviors, quality of relationships and communication/interaction among staff-staff, staff-management and staff-target beneficiary groups of women CBOs in North, Rafah and the Middle Governorate.
- Increased quality of achieved results by CBOs including outputs, outcomes and impacts.
- Increased degree of satisfaction of target beneficiary groups of WAC and women CBOs.
- Improved knowledge, understanding, skills and attitude of target beneficiary groups attended training and awareness workshops including marginalized households, female university students, lawyers and journalists.
- Improved quality of life for women entrepreneurs who received financial assistance to support their business projects.
- Increased benefits of women entrepreneurs who participated in the annual exhibition and marketed their products.
- Increased women autonomy and influence on decision-making at the household level and change skewed gender relations.
- Increased women's access to employment and training opportunities and resources. Five women trainees under the video program employed at local media production firms and satellite channels either with full salaries or award.
- Increased women's access to university education for marginalized female students giving them more opportunities in life.
- Reduction in violence against women as a result of knowledge about women's rights to safety.
- Increased non-discrimination in women remuneration by employers.
- Increased active participation of women in organizational policy making.

### 3.3 Impacts on Society

The programs' implementation during 2008 indicated positive impacts on the status of the women's sector and society as a whole. Evident success indicators at the level of women's sector are:

- Professional development of targeted CBOs in north and Rafah which are: Saving and Lending Association, Family Development Association, Al Quds Medical Center, Women General Union and Women Activity Center in Rafah. These CBOs implemented interventions supported by WAC efficiently.
- Addition of well-trained human resources to women sector
- Addition of lessons learned from successful and less successful stories to build on.
- Generation of new knowledge via action women research towards better understanding of women and gender issues and their priorities. This has supported decision making in women organizations and selection of suitable interventions that facilitates promoting women's rights and gender equality.
- Hybrid of innovative interventions such as the video and media with gender awareness has promoted women empowerment.
- Growth of women movement in Gaza Strip.

Evident success indicators at the level of society as a whole are:

- Increased community awareness and education in women's rights and gender sensitivity.
- Increased level of community sensitization on women's rights and gender equality issues in Gaza Strip.
- Increased publicity and acknowledgement of women's multiple roles in Palestinian society mainly by employers.
- Increased women's contribution as partners in the sustainable development of Palestinian society.
- Improved psychosocial and economic conditions of women's families.
- Established social relationships among the families of targeted beneficiary groups.
- Increased visibility of WAC and the outreach of its vision and mission in Palestinian society.

### 3.4 Beneficiary Reactions

The following sample testimonies bear witness to the satisfaction and appreciation of the target groups and indications to positive outcomes on these groups and positive impacts on society as a whole:

- " I was never aware of the gender concept and its integration in all aspects of life. After the training on gender. I have become aware of division of roles between man and woman based on equity and equality and not the marginalized traditional roles as usual"- a female participant of Gender training.
- " My training on research methodology and research field work on ‘A Comparative Study of Women Mourning the Loss of their Children due the Israeli Army as compared to that caused by the Intra-Palestinian Fighting’ were useful. They have contributed to my knowledge and skills in women research data collection approaches from targeted women, analysis tools and interpretation of results towards useful conclusions and recommendations. The experience gained and lessons learned from research training promoted me to propose a new research for my association 'Jussor for Treating Psychological Shocks' and to follow up my Master thesis in women research".
- "The training has helped me reveal undiscovered inner abilities and skills that I was never aware of. My self trust has increased and I feel ultimate happiness" – a female participant of Project Management training.
- "I have always been the de facto project manager. However, I didn’t know how to write a project proposal. I have benefited a lot from this training and I’ll be applying this knowledge in my work. The training has provided me with practical experience in this field. The training is very useful” - a female participant of Proposal Writing training.
- "The training helped us overcome the barriers when dealing with the target groups and gave us the abilities of team leading, time management and self assessment as individuals and organizations. Networking with WAC is a big success by itself. Gaining the skill of proposal writing has given a good work opportunity for many female volunteers” – a female participant of Proposal Writing training.
- "The workshop has truly reflected the reality of female journalists in Gaza. I have had the opportunity to speak up about the injustice and unfairness as well

as the negative stereotypes regarding camera operation being a man's job" – a freelance female photographer participating in the Media program workshops.

- "The training has been providing me with accumulative knowledge and skills as well as awareness of terminology and methodology that should be used to ensure professional caliber and objectivity in reporting – a female participant of WAC Media training.

### **3.5 Success Stories**

- Marwa Abu Mhadi attended training course on documentary film production at WAC for one year and later attended internship at Maa'n Firm for Media Production. Accordingly, she has been offered a job in Al- Salam and Lybian Satellite Channels versus full salary. Her salary has become the only income to support her large size family living in Nusseirat Camp especially after the death of her father.

- Tahani Musa from Sabra, a very marginalized area in Gaza, attended training on film producers and afterwards worked with Al-Salam Satellite Channel versus a fixed salary. She has been able to support her marginalized poor family after the death of her both parents. Currently, Tahani is financially responsible for her family.

- Maysara Al Kafarneh is an active female volunteer and a university graduate with a community service degree. She lives in the rural community of Northern Gaza where her family is originally from. She is currently working in the Family Development Benevolent Association.

"I would like to express my gratitude and appreciation of all the activities of the Capacity Building Program. Personally, I have gained so many skills and capabilities: I have developed skills and gained new important ones. Other training programs were not that fruitful. WAC'S training has changed my attitudes and the way I see things. My awareness and knowledge has been enhanced noticeably with regard to all management issues and other issues which qualifies me to be a special and productive person. Moreover, WAC has assisted me with a study scholarship through which I managed to pay my university tuition and earn my degree. As for my professional career, I have attended a lot of effective training sessions in the framework of the CBOs capacity building project that empowered me and enhanced my managerial skills and hence my work opportunity and my position in the organization I am volunteering in."

*- Immediately after receiving the training on 'How to Start Your Own Business' and as a result of further meetings, five women managed to start their own businesses with self-funding as follows:*

- Samira Abu Ijmean has started a Make up project
- Myada Abu Armarna has started a Glass Art project
- Nuha Al Qassas has started a Bookshop project
- Rania Abu Madi has started a Poultry project
- Elham Sheikh Eid has started a Traditional carpet project

*- Immediately after receiving the TOT training, ten of the female staff of the credit organizations have been motivated and hence conducted workshops in their places of work as follows:*

- Hanan Abu Imghesib has conducted a workshop on 'Poverty and Development' in the Union of Agricultural Committees, Deir Al Balah
- Khadija Al Kilany has conducted a workshop on 'Gender and Women's Development' in the Pioneer Women Club, Beit Lahia
- Khitam Braikah has conducted a workshop on 'The Small Project and Economic Development' in the Damit Al Amal Benevolent Association, Khan Younis
- Suhaila Al Masry has conducted a workshop on 'Women and Development' in the Gaza East Association for Family Development
- Marwa Abu Owdeh has conducted a workshop on 'Gender and Woman' in the Family Development Association, Beit Hanoun
- Reem Al Masry has conducted a workshop on 'Domestic Violence against Women' in the Ghassan Kanafany Association, Beit Hanoun
- Amal Abu Koush has conducted a workshop on 'Human Rights and Development' in the Women Activity Center, Rafah
- Heba Weshah has conducted a workshop on 'Gender' in the Mashael Association, Gaza
- Dalia Al Qishawy has conducted a workshop on 'Rural Women Development' in the Mashael Association, Gaza.

## **4. Coordination Aspects**

This section contains information on programs' and projects' coordination activities within and outside WAC, dissemination of information and exploitation of results achieved and lessons learned.

### **4.1 Synergy and coordination**

There have been links among the various programs and projects within WAC and with relevant programs and projects in other organizations. Examples include:

- The research program established networking with relevant research organizations such as the Palestinian Woman Center for Research and Documentation- Ramallah and Women Research and Counseling Center-Gaza.
- The Capacity Building program coordinated with other external projects. The external projects involved women CBOs capacity building hosted by the Palestinian NGO Network (PNGO) and Care International EU project.
- The SME program ensured synergy with other credit organizations and projects in order to coordinate efforts and targeting of beneficiaries.
- Intra-program coordination has taken place in WAC as well in order to integrate the provided services such as providing training facilities through the Capacity Building program, production of films by the Video program for other activities and conducting research through the Research program for the benefit of other programs and projects, etc.
- Intra-program coordination within WAC took place with regard to covering the various news on the other programs and activities and publishing it in local newspapers and the WAC website, in addition to preparing the quarterly coverage chapter in WAC publication and running other related media campaigns.
- Coordination and networking with 26 women CBOs have taken place in the Middle of Gaza, in order to implement a needs assessment study.
- Coordination with more than 42 organizations in the Gaza Strip has taken place while implementing workshops, training programs and capacity building activities. Those organizations include both partners and beneficiaries.
- Coordinating with local universities and research centers during the nomination of candidate trainees.



## **4.2 Dissemination**

The following include the information dissemination activities of WAC to the public about the results achieved during 2008:

- March 8th activities and particularly the annual exhibition received extensive media coverage including several media conferences.
- WAC disseminated the four women research studies prepared in 2008 and research manual via: providing copies to 110 visitors from organizations and universities, organizing 5 workshops attended by 225 participants to discuss research studies and publishing research studies in Al-Ghayda magazine, Women Voice newspaper, Arab Weekly Newspaper in London, Maa'n media Agency and Amed. Besides, the research studies were disseminated via Palestine Satellite Channel.
- WAC disseminated 3 films: the first documents cases of pioneers of women entrepreneurs as successful case studies, the second documents WAC achievements and the third tackles the impact of lawlessness on the social fabric.
- WAC disseminated WAC's activities and women issues via 5000 copies Al-Ghayda magazine, (9) Radio sessions, prod-casting (2) radio spots, 5 TV sessions/shows and 150 news reports.

## **4.3 Exploitation**

The results achieved and lessons learned during 2008 were used within or outside WAC as follows:

- The results of the needs assessment results of 26 women CBOs in the Middle Governorate of the Gaza Strip have been made available for all participating CBOs in order to increase their awareness of their Capacity Building needs.
- Exploitation of research results by 110 individuals and researchers.

## **5. General Problems Faced and Lessons Learned in 2008**

The general deterioration in the political and socioeconomic situation resulting from the international isolation and the Israeli blockade of borders, invasions and offensive on the Gaza Strip, has generally affected everyday life in the form of availability of transportation, electricity and availability of basic necessities and raw material in the Gaza Strip and consequently any other activity related to the operation and activities of WAC'S programs, resulting in delay in the completion of some activities.

The emergency humanitarian situation in Gaza constitutes a major obstacle due to the high demand for basic needs and the inability of WAC to provide humanitarian assistance. In some cases WAC compensated training participants for transportation costs in order to motivate and ensure their participation.

Specific problems related to programs include delay in organizing workshops and the acquisition of new books, and the frequent power cuts and difficulty of transportation. Under the Capacity Building Program, the implementation of needs assessment for the women CBOs has faced some difficulties in reaching some CBOs. The Research Program faced specific problems including a shortage of professional trainers in the field of women's research in Gaza and inability to contract specialists from the West Bank. The Video Program faced a lack of training experts in the field of film making, the efficient production tools such as modern montage equipment as well as the insufficient number of digital camcorders. In addition , the difficulty of casting women in films due to social constraints.

The lessons learned at different levels are as follows:

- It is possible to achieve the planned results even under dynamic changing context if flexibility is ensured in designing the programs.
- Building up in house capacity in report writing.
- Restructuring of WAC programs towards more specialization and quality results of programs.
- Focus on advances in all topics of training.
- Strengthening public relations, WAC outreach and advocacy activities.
- Importance of networking and coordination with other organizations to reach the targeted women groups.
- Selection of competent women to benefit from the small business program.
- Focus on quality with respect to change and development of target groups rather than quantitative numbers.
- Adaptation of Al-Ghayda magazine to suite the various cultural levels of women.
- Continuing targeting female graduates of Media majors to complement their studies with the necessary industrial training.
- The importance of establishing a media lobby under WAC'S umbrella to change the situation of female journalists in Gaza.

- Promotion of the commitment of WAC staff towards WAC's vision, mission and program's objectives.
- Development of staff regular meeting systems to enhance intra-communication at WAC.
- Expansion of WAC work to gender and family besides the current focus on women.
- Incorporating men in the target groups for workshops for their effective roles as decision makers in their families.
- Establishment of network forums for CBOs, small business women and women trainees.
- Emphasis on women and gender education.

## **6. Visibility of Donors**

During 2008, WAC acknowledged the visibility of respected donors' contribution through written and visual identity of the donors in correspondence, website, photographs, posters, briefings, newsletters, press conferences, presentations, invitations, signs, and all other items used to highlight donors participation. These items were very clear during the celebration of International Women Day on 8th March, 2008.

## **7. Sustainability**

To sustain the results (outputs, outcomes and impacts) of strategic plan programs, WAC has stressed the following:

- Ownership of objectives and achievements of the programs by stakeholders via capacity building of women CBOs, university graduates, marginalized women and competent organizations,
- The high commitment of all stakeholders involved in the programs' management,
- Embedding of the programs activities in organizational structures of CBOs (Al-Najda, Al-Majd and Women Activity center) through preparation of strategic plans, action plans; organizational structures and administrative policies,
- Consistency of the programs' activities with the local socio-cultural factors,

- The services provided to target groups are cost efficient ( About 30 \$ per beneficiary) indicating high competitiveness with other women organizations.
- The technology and knowledge provided fits in with existing needs, culture, traditions, skills or knowledge,
- Ability to adapt to and maintain the knowledge and technology acquired without further assistance,
- Cross-cutting issues such as gender equity, environmental impact and good governance; were appropriately accounted for and managed along 2008,
- Proper identification of risks and mitigation measures, and
- Diversify sources of funding.

## **8. Follow-up Actions**

As a follow up for the programs and projects, WAC plans that:

- CBOs' capacity building will be followed up via establishing electronic forum, regular quarterly meetings and annual main conference on strengthening the role of CBOs in empowering women's rights and gender equality.
- Establish entrepreneur forum to follow up Developmental Clinic “SMEs” so that women meet every three months.
- Under the Video Program, along with the trainers, trainees will be followed up and evaluated with regard to their attitudes, performance and mastering of technical skills as well as production of graduation projects. WAC will keep providing professional and career assistance to graduates.
- Outreach of Al Ghayda will be maximized in the future and more follow up tools will be developed to attain feedback from its readers.
- Follow up for the Research Program will focus on utilizing the research results in identifying the actual problems and supporting policy and decision making. Besides, the research results will be disseminated to other organizations and community.
- Utilize the trainees who received the ToT from the gender and self assertiveness training programs as well as other training programs to train their peers in various locations in the Gaza Strip.

## 9. Annexes

### 9.1 WAC Staff Capacity Building

To better achieve the programs' results, WAC encourages its staff to develop their knowledge and skills. In 2008, WAC staff participated in several training courses, workshops, conferences (Inside the Gaza Strip and outside) on several significant subjects. Examples of which are:

- Gender and development
- Participatory Organizational Capacity Assessment Tool (PONAT)
- Advocacy and Lobbying skills
- Strategic planning
- Logical framework approach
- Indicator development

### 9.2 Updated WAC SWOT Analysis

The matrix of Strengths, weaknesses, opportunities and Threats (SWOT) analysis of WAC was concluded with management and staff of WAC during the external evaluation in October, 2008. Following is the SWOT analysis matrix:

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>- Overall management index is 88%.</li> <li>- Average staff satisfaction is 75%</li> <li>-WAC has 15 years of experience in women and gender issues</li> <li>- Reference and leading center for women and gender issues in Gaza Strip</li> <li>- Excellent image in society</li> <li>-Continuous improvement of work procedures and practices.</li> <li>-Good quality staff with accumulated experiences and diversity of specializations</li> <li>-WAC provides opportunities for staff professional training and postgraduate studies</li> <li>-Flexibility and ability to respond to changing circumstances.</li> <li>- Ability to network with other organizations to reach the target groups.</li> <li>-High commitment by Board of Directors and staff to change.</li> <li>-Will to democratic participation within WAC.</li> <li>-Objectivity and transparency in self assessment.</li> <li>-Openness of WAC management to open</li> </ul>	<ul style="list-style-type: none"> <li>-Inadequate reporting to Board of Directors</li> <li>-Mandate of Board of Directors are not clear to staff</li> <li>-WAC office is inadequate for future activities.</li> <li>- Lack of defined staff job descriptions</li> <li>- Some staff have not contracts</li> <li>-Staff receive instructions from two managers</li> <li>-Personnel and administrative policies and procedures, and salary scale are not clear to WAC staff.</li> <li>-Weak understanding and commitment of WAC staff towards women issues.</li> <li>-Weak staff motivation system.</li> <li>-Inadequate team work and inadequate intra-communication between staff from one hand and staff and management on the other hand.</li> <li>-Gap between WAC staff.</li> <li>-Available staff competencies are inadequate for future work</li> <li>- Inadequate creativity in work.</li> <li>- Inadequate Website presentation</li> </ul>

<p>social dialogue on its work (NGOs, donors, target groups and community).</p> <ul style="list-style-type: none"> <li>-WAC has good infrastructure resources including furniture, equipment and materials.</li> <li>-Sensitive target groups: disadvantaged women.</li> </ul> <p>WAC programs are based on working with new target groups and upgrading already benefited groups.</p> <ul style="list-style-type: none"> <li>- Transparent selection criteria for the target groups.</li> <li>- Non-traditional work including video, capacity building, research, and small business.</li> <li>- WAC is one of the best organizations dealt with suppliers and service providers in transparent and efficient ways.</li> <li>-External financial auditing.</li> </ul>	<ul style="list-style-type: none"> <li>- Inadequate policy for volunteering work.</li> <li>- Inadequate staff in Financial unit.</li> <li>-Lack of programs' impact assessment on target groups and society as a whole.</li> <li>- Inadequate internal monitoring.</li> <li>-Inadequate in-house capacity for proposal and report writing.</li> <li>- Weak English language for WAC staff</li> <li>-Staff have been involved in ad hoc projects beside their tasks in the programs.</li> <li>- Restrictions on research topics.</li> <li>-Inadequate quality of technological equipment mainly for video.</li> <li>- Inadequate gender balance in WAC activities (participation of target males).</li> <li>- Inadequate focus on gender education.</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>- Good relations with key financing donors</li> <li>-Target beneficiaries reflected their satisfaction with WAC services.</li> <li>- Geographical scope of activities is Gaza Strip with emphasis on women living in marginalized areas</li> <li>-Appreciation of the work of WAC within the Palestinian society.</li> <li>-WAC development programs are in harmony with national policies and the priorities of several potential donors.</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>-The sensitive political climate.</li> <li>-Continuation of international siege.</li> <li>-Weak macro-economic and financial conditions</li> <li>-Weak role of Legislative Council and its members.</li> <li>-Prevailing of intolerance culture, gender-based discrimination, tribalism and political extremism.</li> </ul>

### 9.3 WAC Strategic Plan (2006-2008)

The strategic plan (2006-2008) included five programs which are capacity building, Media and Communication, Video, Research and Developmental Clinic. Following are the programs' strategic goals, objectives and their indicators:

#### 9.3.1 Capacity Building Program

**Strategic Goal # 1:** To contribute to improved capacity building of local Women CBOs and individuals

**Objective 1.1:** Improved capacity of women CBOs and skills of individual women

**Indicators:**

- 3 women CBOs improved their capacities annually in Gaza Strip

- 260 women improved their skills annually in Gaza Strip

**Objective 1.2:** Improved women awareness on gender issues

**Indicator:**

- 330 working women, graduates and disadvantaged women are self assertive annually in Gaza Strip

### **9.3.2 Media and Communications Program**

**Strategic Goal # 2:** To contribute to publicized role of women in the Palestinian Society

**Objective 2.1:** Improved role of media and communication

**Indicator:**

- Involvement of media increased up to 5000 publications of Al-Ghayda magazine, up to 100 Radio Spots sessions and up to 12 TV shows annually in Gaza Strip.

**Objective 2.2** Built capacity of Journalists

**Indicator:**

- 80 female journalists improved their skills in media and communication

**Objective 2.3:** Improved awareness and education on media and gender issues.

**Indicator:**

-530 women got better understanding about gender issues annually in Gaza Strip

**Objective 2.4:** Developed legal and social framework to protect women against domestic violence.

**Indicator:**

-Legal and social framework processed.

### **9.3.3 Video Program**

**Strategic Goal # 3:** Create an alternate and improve image of women in society

**Objective 3.1:** Enhanced preliminary skills and knowledge needed to compete on the untraditional skills.

**Indicators:**

-15 women improved their skills on film production annually in Gaza Strip

-50% of targeted women recruited annually in Gaza Strip

-120 women enhanced their skills on vision of film production and context.

**Objective 3.2:** Improved awareness and education of women on gender issues, domestic violence, early marriage, and women rights.

**Indicator:**

-180 women improved their awareness on gender issues, domestic violence, early marriage, and women rights annually in Gaza Strip

**Objective 3.3: Strengthened documentation capacity of WAC**

**Indicator:**

- 2 films on WAC activities and research program produced annually.

### **9.3.4 Research Program**

**Strategic Goal # 4:** Support society and the women's movement in the Gaza Strip with the necessary information about women and their issues.

**Objective 4.1:** Built capacity of women in the area of research

**Indicators:**

15 women built their capacity in the area of research annually in Gaza Strip

**Objective 4.2:** Disseminated results of research studies

**Indicator:**

- 4 research studies disseminated annually

**Objective 4.3:** Developed research base

**Indicator:**

-Existing library and website upgraded

### **9.3.5 Developmental Clinic "Micro Finance and Small Enterprise Projects" Program**

**Strategic Goal # 5:** Improve the economic welfare of women in the Gaza Strip, especially those who are disadvantaged

**Objective 5.1:** Enhanced knowledge and skills of disadvantaged women in business

**Indicators:**

-165 women gained knowledge on how to start business, how to improve their businesses, and to participate in the annual business exhibitions in Gaza Strip

-At least 6 women received financial assistance to develop their own businesses annually in Gaza Strip

**Objective 5.2:** Enhanced awareness of working and disadvantaged women on development

**Indicators:**

-At least 150 working and disadvantaged women improved awareness and skills towards development and sustaining their businesses annually in Gaza Strip

**Objective 5.3:** Developed database system of women entrepreneurs

**Indicators:**

-Availability of management support systems

-Level of enhancement in management



