



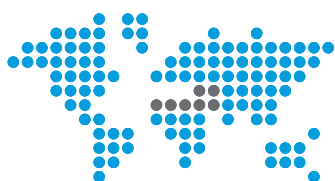
# STRATEGIC NOTE & ANNUAL WORK PLAN 2014 - 2016

**“Making Actions Speak Louder than Words:  
Striving for Gender Justice in Palestine.”**



# STRATEGIC NOTE & ANNUAL WORK PLAN 2014-2016

“Making Actions Speak Louder than Words:  
Striving for Gender Justice in Palestine.”



# UN WOMEN PALESTINE STRATEGIC NOTE & ANNUAL WORK PLAN

## UN Women's comparative advantage

Levaraging linkages across all levels  
Our approach to change

## Context & Situation Analysis

Citizenship rights  
Women's economic rights  
Getting women's rights right  
Towards gender-responsive planning and budgeting

## Proposed programme

Result Area 1: Women's increased leadership and participation in the decisions that affect their lives  
Result Area 2: Increased economic empowerment of women, especially of those who are most excluded  
Result Area 3: Preventing violence against women and girls and expanding access to services  
Result Area 4: Women's leadership in peace, security and humanitarian response  
Result Area 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments

## Management and Operations

## Monitoring, Research and Evaluation

## Partnerships

## Resource Mobilization



## Abbreviations & Acronyms

<b>AWP</b>	Annual Work Plan
<b>BZU</b>	Birzeit University
<b>CEDAW</b>	Convention on the Elimination of All Forms of Discrimination Against Women
<b>CSAG</b>	Civil Society Advisory Group
<b>CSNGS</b>	Cross-Sectoral National Gender Strategy
<b>CSO</b>	Civil Society Organization
<b>GBV</b>	Gender Based Violence
<b>GEWE</b>	Gender Equality and Women's Empowerment
<b>GRB</b>	Gender-responsive budgeting
<b>GS</b>	Gaza Strip
<b>GTF</b>	Gender Task Force
<b>HCT</b>	Humanitarian Country Team
<b>HPC</b>	Humanitarian Programming Cycle
<b>HR</b>	Human Resources
<b>ICF</b>	Internal Control Framework
<b>MoF</b>	Ministry of Finance
<b>MoL</b>	Ministry of Local Government
<b>MoPAD</b>	Ministry of Planning and Administrative Development
<b>MoWA</b>	Ministry of Women's Affairs
<b>NWEC</b>	National Women's Employment Committee
<b>OECD</b>	Organization for Economic Co-operation and Development
<b>PA</b>	Palestinian Authority
<b>PCBS</b>	Palestinian Central Bureau of Statistics
<b>PG</b>	Palestinian Government
<b>PLC</b>	Palestinian Legislative Council
<b>PNGO</b>	Palestinian Non-Governmental Organizations
<b>PNP</b>	Palestinian National Plan
<b>SDGs</b>	Sustainable Development Goals
<b>SG</b>	Secretary General
<b>SN</b>	Strategic Note
<b>UN</b>	United Nations
<b>UNCT</b>	United Nations Country Team
<b>UNDAF</b>	United Nations Development Assistance Framework
<b>UNSCR</b>	United Nations Security Council resolution
<b>UN WOMEN</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>USD</b>	United States Dollar
<b>VAWG</b>	Violence against Women and Girls
<b>WB</b>	West Bank
<b>WEP</b>	Women's Empowerment Principles

# ABOUT UN WOMEN



In July 2010, the United Nations General Assembly created UN Women, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women). In doing so, UN Member States took an historic step in accelerating the Organization's goals on gender equality and the empowerment of women. The creation of UN Women came about as part of the UN reform agenda, bringing together resources and mandates for greater impact. It merges and builds on the important work of four previously distinct parts of the UN system.

UN Women's mandate at the national level is derived from its global mandate, whereby UN Women's Office in Palestine, and previously as UNIFEM, focuses on assisting and consolidating the efforts undertaken by the Palestinian Government; aligning strategies and programmes with Palestinian national priorities and harmonizing efforts with sister UN agencies. UN Women focuses on strengthening the efficiency of national institutions as duty bearers, with a view of promoting human rights, improving access and delivery of quality services to the most vulnerable women, and empowering women as rights holders. UN Women in Palestine is an active member of the United Nations Country Team. It provides guidance and updates to the UNCT at the level of head of agencies and deputies; builds the capacity of and support to networking and information sharing among the UN gender focal points through the Gender Task Force (GTF), and links the UNCT with national institutions to align the work of the UN, individually and as a whole, with national priorities for gender equality and women's empowerment.

Building on its global strategic plan<sup>1</sup>, UN Women's office in Palestine developed its first Strategic Note and Annual Work Plan for the period 2011-2013. The document was developed and prepared based on a comprehensive analysis and priority setting exercise, drawing on extensive national and local consultations with Palestinian Authority officials, development partners, and other key stakeholders.

The present Strategic Note 2014-2016 and Annual Work Plan 2014 followed the same strategy as the first Strategic Note and are aligned with key national and international development priorities including the Millennium Development Goals, the Palestinian Authority Cross-Sectoral National Gender Strategy 2011-2013 review, and the National Strategy to Combat Violence against Women 2011-2019. Moreover, the Strategic Note 2014-2016 is in line with the Palestine UNDAF 2014-2016.

The Strategic note is comprised of four main sections: 1) UN Women's Comparative Advantage: Leveraging the linkages across all levels and includes Lessons Learned and our Approach to Achieving Change; 2) Context and Situation Analysis; 3) Proposed Programme which includes programming and operations; and 4) UN Women's Monitoring and Evaluation Plan.

The coming three years are vital for the world community; we are accelerating progress for the Millennium Development Goals (MDGs), planning for the Post-2015 Sustainable Development Goals (SDG) which emphasize the importance of partnerships, local ownership and evidence based effectiveness; translating the conclusions of the Commission on the Status of Women (CSW) 58th session into concrete policy and programming level interventions; and celebrating the Beijing Platform for Action – taking actions forward. We aim to take all those actions through our work on intergovernmental process and normative framework, and Strategic Note 2014 - 2016 which emphasizes partnerships including further activation of our Civil Society Advisory Group (CSAG).

<sup>1</sup> UN Women Strategic Plan 2001-2013 can be found here:

<http://www.unwomen.org/~media/Headquarters/Attachments/Sections/Executive%20Board/EB-2011-AS-UNW-2011-09-StrategicPlan-en.pdf>

# UN WOMEN'S COMPARATIVE ADVANTAGE

## LEVERAGING LINKAGES ACROSS ALL LEVELS

## OUR APPROACH IN

### An Integrated Approach

UN Women's comparative advantage in Palestine is the integrated approach to the delivery of its mandate in a coordinated and coherent way across all levels. UN Women engages with the Palestinian Government and the United Nations Country Team (UNCT) to work together on critical issues relating to gender equality, while also acting as an enabler and facilitator for strong civil society engagement, ownership and commitment, to support implementation of gender equality commitments emerging from intergovernmental agreements. Voices from grassroots organizations that inform UN Women's support to policy development and implementation with the Palestinian Government, as well as UN Women's partnership with civil society, including but not restricted to the Civil Society Advisory Group (CSAG), represent the cornerstone of UN Women's approach. In the complex context of Palestine, where humanitarian and development stages often occur simultaneously, UN Women ensures linkages among interventions along the humanitarian-development continuum.

### Foundation for Action

Lessons learned from the implementation of the 2011-2013 Strategic Plan and conclusions drawn from 6 evaluations conducted during the same period have been incorporated into the current strategic plan and will be critical to informing programme implementation and expansion over the next 3 years. UN Women builds on the results and best practices of its previous programmes to ensure continuity and suitability of its interventions. As such, evaluation recommendations have been addressed in management response plans, many of which are ongoing, and as such, captured in the proposed evidence-based framework.

**Gender Equality as Rights:** UN Women in Palestine adopts a rights-based approach to gender equality that emphasizes concerted and coherent efforts to end all forms of discrimination against Palestinian women and girls by state and non-state actors.

**State-Building for Gender Justice:** UN Women is committed to supporting the Palestinian state-building initiative, with an emphasis on ensuring that Palestinian institutions are gender aware and gender responsive. Gender

equality is promoted through the dual strategies of gender mainstreaming and women's empowerment, which in addition to promoting rights, serve as concrete strategies for overall Palestinian national development. There is an emphasis on the most excluded groups of women, to ensure that they benefit from the services delivered by Palestinian institutions, effectively ensuring the robustness and inclusiveness of these institutions. UN Women also emphasizes the need for civil society organizations and gender advocates in state-building processes.





# ACHIEVING CHANGE

**National Implementation:** Despite the difficulties imposed by geographic fragmentation, the viability of a state-building approach is dependent on ensuring that UN Women's programmes are national in scope, with activities implemented in both the West Bank and Gaza Strip, while ensuring inter-linkages between them. This being said, area-specific programming and a differentiated approach are necessary, particularly for the Gaza Strip, East Jerusalem and Area C in the West Bank, where the Palestinian national institutions have restricted jurisdiction, in order to ensure that there is no development that would undermine the viability of state-building.

**Addressing the Humanitarian-Development Continuum:** Due to the unique nature of the Palestinian context, characterized by protracted crisis, interspersed with periods of intense emergency, development work goes hand-in-hand with humanitarian assistance, with the two often occurring simultaneously. UN Women emphasizes the need to use gender analysis in both domains in order to maximize effectiveness of aid and benefit for Palestinian women, men, boys and girls. Without proper analysis, humanitarian assistance can inadvertently exacerbate gender inequalities and thereby, undermine long-term development. UN Women's focus in the next 3 years is on improving gender analysis to ensure the gender-responsiveness of humanitarian assistance.

**Using Normative Standards:** In line with Palestinian state-building objectives, UN Women will dedicate specific attention to using global instruments, standards and resolutions for gender equality and women's empowerment, with a particular emphasis on CEDAW and SCR 1325. This work will entail supporting the Palestinian

Government in developing specialized national action plans and legislation, as well as institutionalized monitoring and reporting mechanisms. The Palestine office will also engage with UN Women's corporate policy work, to ensure that its programmes both benefit from and feed into global best practices and innovations.

**Engaging with Intergovernmental Processes:** Capitalizing on UN Women's support to intergovernmental processes, the office will ensure technical assistance for Palestinian participation in international/regional forums related to gender equality and women's empowerment, such as the Commission on the Status of Women. Additionally, UN Women will be monitoring the implementation of gender equality and women's empowerment commitments that result from these forums.

**Supporting Civil Society:** Palestinian civil society has a unique and vibrant history that is intrinsically linked with state-building. For UN Women globally, regionally and nationally, civil society organizations are at the cornerstone of its development work. UN Women in Palestine is committed to strengthening the advisory role of its Civil Society Advisory Group, as well as supporting Palestinian women's civil society organizations at all levels and relevant thematic areas, particularly in terms of their advocacy work and engagement in pertinent coordination mechanisms. UN Women in Palestine adopts the Sabaya approach to community-based women's empowerment, which mobilizes grassroots civil society organizations to provide the information, resources and services for Palestinian women, particularly in excluded and marginalized areas in the oPt.

**Partnering for Results:** UN Women is looking to create mutually reinforcing

partnerships that will support a common goal towards gender equality and women's empowerment. Partnership is a key strategy used by UN Women to realize development results through leveraging resources for gender equality and women's empowerment, influencing policy work, supporting the implementation of normative standards and engaging with intergovernmental processes. UN Women forges strategic partnerships at the governmental level, with civil society and the international community at large.

**Coordinating for Results:** With financial resources that are already constrained, it is essential that coordination related to gender equality is improved, a priority for UN Women in the next 3 years. UN Women is mandated to work on UN coordination to ensure more system-wide actions on gender equality and women's empowerment. In the Palestinian context, the new 2014-2016 UNDAF represents an opportunity for increased engagement of the UNCT as a whole, a process in which UN Women will play a catalytic role, working closely with the Resident Coordinator. UN Women will also continue to work on aid coordination, engaging with national and international partners, as well as ensuring coherence amongst existing coordination mechanisms related to gender equality and women's empowerment issues. Coordination on gender equality will also be used as a strategy within the humanitarian sphere. There are important tools that already exist to support this role, including the UNCT Performance Indicators, the SWAP and the SG 7 point action plan.

**Advocating for Results:** Advocacy is a key element of UN Women's work, coupled with a sound partnership strategy and coordination approach. Advocacy on gender equality and women's empowerment must be driven by civil society, but has to be linked with national state-building efforts and gender advocates within the Palestinian Government. UN Women gives priority to women's voices in advocacy initiatives, especially those who are most excluded and discriminated against. In the next three years, UN Women will be exploring innovative advocacy programmes that involve non-formal education, include men and boys and aim at wider public outreach.

# CONTEXT & SITUATION ANALYSIS

Palestine acquired non-member observer state status at the United Nations General Assembly in November 2012, but continues to be under Israeli military occupation, which has kept the area, also referred to as the occupied Palestinian territory (oPt), in a chronic and protracted crisis. Geographic fragmentation, both within and between the Palestinian areas known as the West Bank and the Gaza Strip, continues, and each of these areas has been functioning under a separate governing Palestinian entity since 2007. Twenty years after the signature of the Oslo Accords, the Israeli-Palestinian peace process is at a stalemate and Palestinian internal reconciliation seems deadlocked. Potential for revitalizing peace negotiations, however, remains feasible, particularly through recent US-led initiatives, which may lead the way to the realization of a viable sovereign Palestinian state.

Palestine ranks 110 out of 187 countries on the United Nations Development Programme's 2013 Human Development Index, moving up 4 places in the ranking since the previous year. It falls in the lower-middle income category, but there are great internal disparities in GDP per capita and the right to an adequate standard of living is not fulfilled for a large proportion of the population. Limited participation and empowerment, the low purchasing power of Palestinian incomes and generally limited employment and economic opportunities result in widespread income poverty and vulnerability to poverty (UNDAF 2014-2016). Furthermore, the implementation of national policies produced by the Palestinian Government in the West Bank remains a challenge in the Gaza Strip where the de facto Hamas government has ruled since 2007. Indeed, a differentiated reality in each of the West Bank and Gaza Strip, coupled with the duality of interventions encompassing both development and humanitarian assistance, requires a differentiated approach in the oPt that simultaneously does not undermine the future viability of a sovereign Palestinian state.





- Citizenship
- The gendered nature of a limited public sphere
- Women's economic rights - Lack of access to assets and market opportunities
- Getting women's rights right
- Towards gender-responsive planning and budgeting

## Citizenship: The gendered nature of a limited public sphere

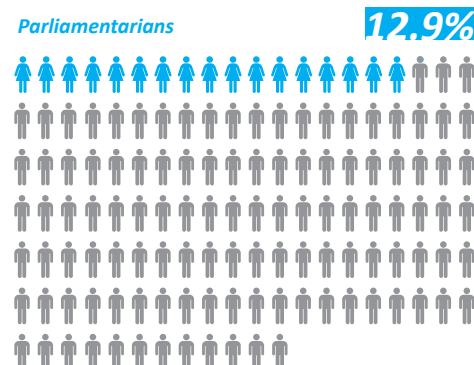
Due to the differentiated nature of the oPt, Palestinian women's citizenship rights also remain differentiated, whether in terms of the essentially "stateless" nature of the oPt, its geographic fragmentation, internal political divisions, multiple legal frameworks or limited jurisdiction of "state" structures.

Palestinian women remain underrepresented in decision-making bodies at various levels of public life and any gains continue to be precarious due to continuing political upheavals.

There is limited civic engagement among women and youth. Both men and women, young and old, across communities in Palestine, suffer from a lack of institutional infrastructure for civic engagement. Given the low per capita availability of civic institutions, membership in them is extremely low among the population. Except for sports clubs and trade unions, less than 5% of the population has membership in civic institutions such as cultural clubs, public libraries, and societies

Young women are the least engaged and women's engagement is largely non-political. Within the low overall levels of civic membership, there are generational and gender differences. According to PCBS figures published in 2009, young people (10-19 years old) are more likely to be members in non-political or non-trade union civic institutions than older age groups. Simultaneously, males are more likely to be members than females.

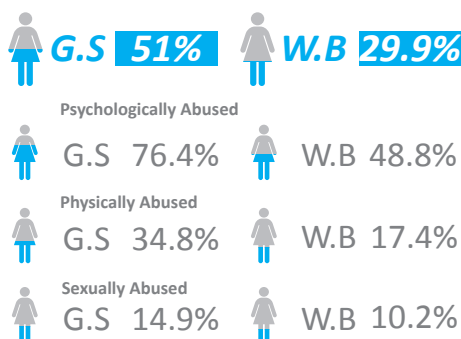
### Women's representation in the political arena (2013)



### Violence against women and girls



#### Violence within the Household



#### Violence at barriers and inspection points from soldiers



## Getting women's rights right

While the Palestinian Basic Law focuses on equality between men and women, the principles highlighting gender equality are not expressed in all Palestinian laws. The implementation of these principles is further complicated by the fact that different legal frameworks apply in the West Bank and Gaza Strip, including a mixture of Ottoman, British Mandate, Jordanian, Egyptian and Israeli military laws.<sup>1</sup>

There is also a lack of Palestinian jurisdictional power in 'Area C' and in Jerusalem, which are governed by Israeli laws. Furthermore, the separation between the West Bank and Gaza Strip, and the restricted contact policy between ministries, has meant that amendments to legal frameworks are happening in many cases separately, without a unified approach, and with considerable inconsistency.<sup>2</sup>

The elected parliament, the Palestinian Legislative Council (PLC), has been paralyzed following the last general elections and the ensuing split between Fatah and Hamas, which created different Palestinian legal set-ups in the West Bank and Gaza Strip.

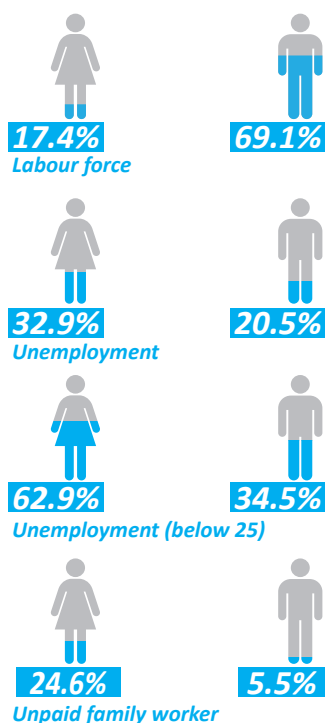
The level of domestic violence against women and girls (VAWG) in Palestine remains high. Main factors affecting violence against women and girls in Palestine include: the generally high levels of violence within Palestinian families (PCBS, 2011); the fragmented existing legal framework in Palestine; lack of specific laws addressing family violence; lack of a personal status law not informed by principles of gender equality; a culture of silence and stigma around issues pertaining to family violence; weak accountability mechanisms for police, prosecutors, and judges to ensure that the judicial institutions work in accordance with coordinated and transparent procedures which protect victims and bring perpetrators to justice. These factors, of course, are compounded by economic and social factors like the lack of economic opportunities for both men and women, and the effects of living under protracted occupation.

<sup>1</sup> European Parliament, Directorate-General for Internal Policies, Policy Department, Citizens' Rights and Constitutional Affairs, Gender Equality and Women's Rights in Palestinian territories, 2011, available at <http://www.europarl.europa.eu/studies>.

<sup>2</sup> Interview with the Legal Department at MoWA, and interview with the Women's Studies Institute at Birzeit University, February 2013.



## Market opportunities



## Women's economic rights: Lack of access to assets and market opportunities

The dominant family model of male breadwinners according to the traditional normative model, no longer applies to the current Palestinian context, as widespread male unemployment forces women into work.<sup>1</sup> Still, women's labour force participation rates in Palestine reached 17.4% in 2012 (14.7% in the Gaza Strip and 18.9% in the West Bank) compared to 69.1% for men.<sup>2</sup> Women's unemployment is significantly higher among those with higher education. Persistent high levels of casual labor or informal sector activities amongst women constitute another significant problem facing women's economic empowerment.

The major obstacles confronting women's economic empowerment in Palestine are access to finance (including access to and control over assets), the regulatory and legal environment, disapproving attitudes about women's formal work, and general perception of women's income as supportive or secondary, while men remain the main breadwinners in the eyes of society. In addition to the lack of demand for women's labor and the skewed nature of the Palestinian economy in favor of the services sector, the overarching political context has forced women to generate coping mechanisms and support their households through both entrepreneurial initiatives and informal economic activities.

<sup>1</sup> World Bank, West Bank and Gaza: Coping with Conflict? Poverty and Inclusion in the West Bank and Gaza, Washington, 2011  
<sup>2</sup> Palestinian Central Bureau of Statistics, 2013, Labour Force Survey: Annual Report 2012, April 2013.

## Towards gender-responsive planning and budgeting

Gender mainstreaming is one of the five governing principles of the forthcoming three-year Palestinian National Plan (2014-2016). The Cross-Sectoral National Gender Strategy (2014-2016), recently finalized, sheds light on the national gender equality priorities for the next planning cycle, which are perfectly aligned with UN Women's strategic priorities for the next three years.

The paralysis of the Palestinian Legislative Council (PLC) since 2007 is an impediment to realizing the separation of powers and new legislation, thereby hampering reform efforts. The Government has made progress on integrated planning and budgeting, and is making concerted efforts to strengthen its fiscal planning capacities, raise domestic revenues and control expenditures. The new planning and budgeting approach of the Palestinian Government and the shift towards programme-based budgeting provide a window of opportunity to integrate gender aspects in on-going reform processes. With the Cabinet decision on mainstreaming gender in budgetary processes of June 2009, the Palestinian Government has paved the way. Still, lack of capacity, experience, resources and technical knowledge on how to systematically implement this decision persist. The present oversight and accountability mechanisms of monitoring institutions are also in need of strengthening.

The aid situation in Palestine is closely intertwined with the political dynamics of the context and reflects their level of complexity. Indeed, the Palestinian economy is severely impacted by Israeli restrictions on freedom of movement in the West Bank and access to the Gaza Strip, which contributes to poverty, unemployment, and food insecurity. Accordingly, Palestinians in the West Bank and Gaza Strip receive one of the highest levels of per capita aid in the world. According to OECD DAC figures, in 2010, each inhabitant received US\$644 in aid. However, due to the global economic crisis and frustrations with the political situation, aid flows seem to be declining. Indeed, from 2009 to 2011, the level of aid dropped from US\$2.8bn to US\$2.4bn.<sup>1</sup>

**35** gender units in  
Palestinian governmental  
institutions

In **2012**, the Cabinet  
passed resolution for  
forming the National  
Committee for Gender  
Responsive Budgeting

<sup>1</sup> OECD aid statistics 2013, available at <http://www.oecd.org/dac/stats/XPA.gif> accessed 6.3.2013

# UN WOMEN PROGRAMME 2014-2016

In the 2014-2016 programming period, UN Women seeks to make actions speak louder than words through striving for gender justice in Palestine.

The UN Women Strategic Note and Annual Work Plan are aligned with key national and international development priorities, including the Millennium Development Goals, the 2014-2016 UNDAF, the forthcoming 2014-2016 Palestinian National Plan (PNP) and the Cross-Sectoral National Gender Strategy (CSNGS), as well as the National Strategy to Combat Violence against Women 2011-2019.

The 2014-2016 Palestinian National Plan and CSNGS were under development during the Strategic Note elaboration period, but the participation of government representatives during the UNDAF analysis and planning stages ensured alignment of the UNDAF to national development priorities, and in turn the alignment of the Strategic Note to the Palestinian National Plan. UN Women deployed exhaustive means to engender the UNDAF, as reflected in its outputs and indicators. As for the CSNGS, UN Women is directly involved in supporting MoWA to develop it, which ensures alignment with the Strategic Note priorities and interventions.

In addition, for the preparation of the Strategic Note, UNW consulted with government officials and other development and humanitarian stakeholders, including CSOs in the West Bank and the Gaza Strip, sister UN agencies and some donors.

West Bank  
Humanitarian Assistance  
Engagement  
SABAYA  
Participation  
Intergovernmental  
Human Rights  
Income-generating  
Rights  
2014-2016  
Sustainable  
Mechanisms

## Result Area 1

Women's increased leadership and participation in the decisions that affect their lives

## Result Area 2

Increased economic empowerment of women, especially of those who are most excluded



### Result Area 3

Preventing  
violence  
against women  
and girls and  
expanding  
access to  
services

### Result Area 4

Women's  
leadership  
in Peace,  
Security and  
Humanitarian  
response

### Result Area 5

National  
planning and  
budgeting  
processes  
promote  
stronger  
institutional  
accountability  
to gender  
equality  
commitments



## Result Area 1

### Women's increased leadership and participation in the decisions that affect their lives

UN Women aims to **enhance Palestinian women's transformative leadership** to participate in decision-making processes in all walks of life, and to support the incorporation of a women's rights agenda in legal, regulatory and institutional frameworks. To this end, UN Women will enhance women and girls' access to public life, including civic engagement as a crucial building block of their access to political participation.

For this purpose, UN Women will support CSOs, including women's community-based organizations, to build and test culture and gender-responsive civic education models, as well as to promote community behavior change on the importance of women's engagement in civic, political and economic activities. These efforts will be coupled with a concerted focus on opening avenues for evidence-based dialogue between women beneficiaries of services delivery and decision makers that could inform law reform and policy development, and support gender advocates' targeted advocacy on electoral reform.

#### Key Strategies:

- *Targeting key institutions*
- *Building women's capacities*
- *Opening dialogue*
- *Expanding civic engagement and participation.*

## Result Area 2

Increased economic empowerment of women, especially of those who are most excluded



UN Women aims to **secure Palestinian women's livelihoods** as a means to participate in and benefit from economic development. To address the factors contributing to women's disadvantaged position in the economic sphere, UN Women will work on fostering an enabling socio-economic environment and providing gender-sensitive services (financial, infrastructure, utilities, market, etc.) for women's sustainable livelihoods.

For this purpose, UN Women will build the capacity of Palestinian institutions to develop gender-sensitive policies and regulations to overcome regulatory barriers that do not serve the needs of micro- and small-size businesses where women account for the majority. At the micro level, UN Women will support proven successful income-generating models to take them to scale, through the SABAYA approach, such as the women-run school canteens initiative.

### Key Strategies:

- *Ensuring contribution to and benefit from economic development*
- *Facilitating gender-responsive services, resources and markets Engaging with the private sector*
- *Working at the grassroots level*





## Result Area 3

### Preventing violence against women and girls and expanding access to services

UN Women aims at **increasing prevention of VAWG and at improving access to security, protection and justice for Palestinian women and girl survivors of violence.** To this end, UN Women will continue to address the multi-faceted issue of VAWG through a holistic approach, along with the protection – justice – security continuum, through supporting the enhancement of judicial and security sectors (in line with CEDAW and rule of law principles) and developing, strengthening and institutionalizing systems, policies, procedures and mechanisms to make the justice system equitable and accessible for women and girls victims of violence.

UN Women will apply a holistic approach: (i) using international standards and women's voices to increase specialized, quality, multi-sectoral protection of women and girls, access to justice, and security; and (ii) developing, implementing and codifying cooperation mechanisms among key governmental and/or non-governmental actors in the protection, reintegration and access to justice of VAWG victims.

With the purpose of including gender equality principles and reflecting human rights standards within normative/strategic frameworks, UN Women will work toward increasing the capacity of legislative bodies, justice, security and social protection policy makers. The approach will also support enhancement of UN sister agencies' interventions and coordination in social protection, justice and security sectors from a gender perspective. In 2014-2016, UN Women will also strengthen its prevention interventions, including with boys and girls, basing them on global tools and developed good practices.

#### **Key Strategies:**

- ***Applying international standards***
- ***Using a holistic multi-sectoral approach***
- ***Codifying cooperation***
- ***Addressing prevention and protection Using UNSCR 1325***



## Result Area 4

### Women's leadership in Peace, Security and Humanitarian response

#### *Key Strategies:*

- *Supporting national efforts*
- *Establishing dialogue*
- *Increasing women's influence*
- *Engendering humanitarian action*

UN Women aims to **bring gender equality dimensions into humanitarian programming, response, and assistance**, as well as to increase Palestinian women's involvement in peace and state building processes.

To ensure that gender equality commitments are adopted and implemented in humanitarian programme response, and assistance, as well as in humanitarian structures, UN Women will unpack the gender equality dimensions within sectors through collecting and analyzing data to inform needs assessment and response, as well as work within the UN system on the implementation of the SG 7 point action plan. In addition, UN Women will work toward installing sustainable capacities on gender equality within the humanitarian coordination structures by enhancing civil society organizations capacities and opportunities to engage in the humanitarian programming cycle.

To foster women's participation and leadership in conflict resolution and state building processes on the basis of UNSCR 1325, UN Women will support the efforts of women's CSOs and networks in developing a National Strategy and Action Plan on UNSCR 1325 and actively supporting their increased engagement with decision-makers so as to increasing their influence locally and internationally.

Other aspects of political participation are encompassed under work in Result Area 1 and protection is also tackled under Impact Area 3.



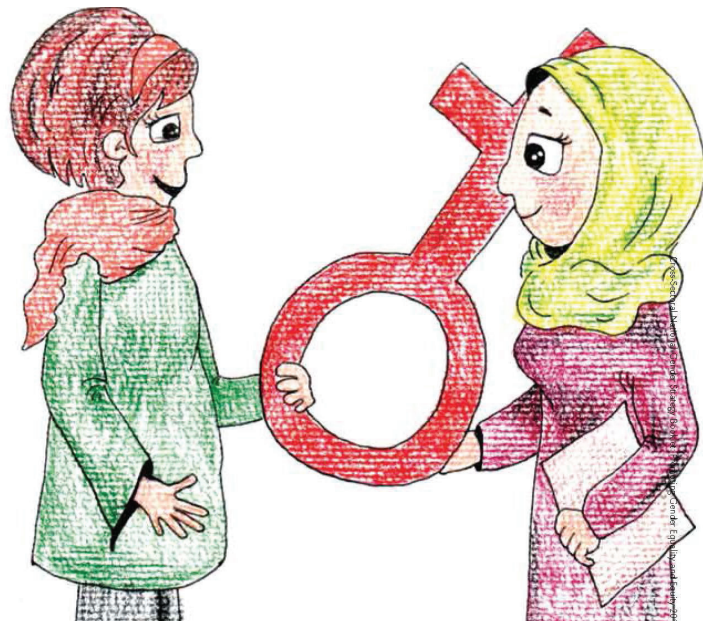
## Result Area 5

### National planning and budgeting processes promote stronger institutional accountability to gender equality commitments

UN Women aims at **increasing the volume and effective use of aid and domestic resources** to implement national commitments to gender equality and women's empowerment. UN Women will work towards ensuring the implementation of the gender equality and women's empowerment commitments in the Palestinian National Plan 2014-2016 and sectoral plans, as well as increasing financing for gender equality priorities in the context of aid coordination mechanisms.

This effort will be complemented by supporting the Palestinian Government in tracking and reporting on its gender equality and women's empowerment commitments in line with normative standards and inter-governmental agreements.

UN Women will thus focus on supporting existing assessment, monitoring and reporting mechanisms to better capture gender-related commitments and actions (including budget allocations and expenditures). In the period of this strategic plan, there will be a focus on key events such as the CSW, Beijing +20, the post-2015 SDGs, etc. to ensure proper preparations and follow-up on recommendations related to gender equality and women's empowerment by the Palestinian Government and CSO stakeholders. The above described interventions will ultimately lead to women and men, young and old, benefiting more equally from national public policies, aid and domestic resources, in line with international normative standards.



#### Key Strategies:

- *Gender-responsive planning, budgeting and financing*
- *Focusing on key inter-governmental processes*
- *Supporting assessment, monitoring and reporting mechanisms*



# MANAGEMENT AND OPERATIONS

The UN Women oPt office increased its operational capacity and efficiency during the last 3 years. The office has delegated authority, which contributed to strengthened efficiency and effectiveness in carrying out all business processes. The office is well-positioned in operational capacity to support sustainable growth and delivery of programmes .

Further developing capacities of UN Women staff will be a priority for the coming 3 years through a variety of innovative individual and group learning activities. Additionally, efforts will be focused on accountability, transparency and risk management.

More effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment	To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation	Improved and enhanced management of budgets, procurement, human resources, assets, business continuity planning and ICT infrastructure and support	Leveraging and managing resources
<ul style="list-style-type: none"> <li>• UN Women effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system</li> <li>• Active and effective work of the UN Women Palestine CSAG ensured</li> <li>• Relevant coordination and advocacy mechanisms on national gender priorities supported</li> </ul>	<ul style="list-style-type: none"> <li>• UN Women strengthens a culture of results-based management within the organization at all stages of programming</li> <li>• A clear evidence base generated from high quality studies, and evaluations for strategic plan implementation, decision-making, and accountability to inform gender responsive policy and programme</li> </ul>	<ul style="list-style-type: none"> <li>• Improved staff capacities to deliver results in gender equality and women's empowerment</li> <li>• Efficient procurement planning and implementation ensured</li> <li>• Improved operations services, systems and processes that enforces a culture of risk management, accountability and transparency</li> </ul>	<ul style="list-style-type: none"> <li>• Improved stewardship of resources through Budget, Financial, Human Resources management</li> <li>• Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making</li> <li>• Position UN Women as an active and reliable gender advocate and resource at regional, local and global level</li> </ul>

# MONITORING, RESEARCH AND EVALUATION

To measure progress towards results, this plan establishes a framework for monitoring and evaluation (M&E) comprised of tools that guarantee continuous monitoring of projects and programmes at the outcome and output levels including, but not limited to, performance measurement indicators and targets. In addition, an evaluation plan identifying key programmes and impact areas will assist us in measuring the impact of our work on the ground. To ensure the quality of our M&E Framework, a research component is included in our M&E Framework to provide the necessary data and statistics and to contribute to the knowledge pool about the situation of Palestinian women. Our M&E Framework aims to provide lessons learned not only for UN Women, but also to our partners and other stakeholders. Therefore, the M&E Framework includes a reporting component, both internal and external, to ensure the effective application of corrective measures, when required, transferring lessons learnt into the design of future programmes and projects, and to contribute in influencing decision makers at the policy level.

# PARTNERSHIPS

Cultivating, nurturing and strengthening partnerships - with civil society, national women's machineries, Palestinian ministries, donors, UN sister agencies and the private sector - constitute the essence of UN Women's work in results based management. According to UN Women, "Partnerships are the foundation of all aspects of UN Women's work. Having a broad array of partners who make distinct contributions fosters a widely shared commitment to upholding women's human rights. This translates into stronger capacities for action, including through sustainable coalitions that accelerate progress towards gender equality."<sup>1</sup>

Partnerships establish an inclusive mechanism for the realization of the UN Women mandate that increases its influence and impact at both the policy and programming level. UN Women adopts rights-based approach to partnerships that address the underlying causes of gender inequality. It believes in the added value created through partnerships with organizations sharing common values and vision to foster and widen shared commitment to upholding women's human rights.

At the **Palestinian government level**, the Ministry of Women's Affairs remains the primary strategic partner for UN Women across its programming areas. In cooperation and coordination with MoWA, UN Women will also be broadening its cooperation scope to secondary machineries for the advancement of women, namely the gender units embedded in all PA ministries and national committees established to address gender equality and women's empowerment issues. In its efforts towards institutionalization of gender equality and women's empowerment within the Palestinian government, UN Women will expand strategic partnerships with the Ministry of Planning and Development, Ministry of Finance, Ministry of Local Government and the Palestinian Central Bureau of Statistics. UN Women will continue to work with line ministries and key governmental institutions as required for achievements in specific Results Areas.

The office will increase engagement with the **UN Women Palestine Civil Society Advisory Group (CSAG)**, established in 2012 and which serves to reinforce synergies between UN



Women and Palestinian civil society partners. Beyond the CSAG, UN Women **civil society partnerships** will focus on the collaborative work among women's organizations and gender advocates, particularly through unions, coalitions and networks, as well as academia and specialized research centres for monitoring and analysing impact of policies.

Within the **United Nations Country Team** in oPt, UN Women has a clear coordination role, particularly in terms of coordinating the **inter-agency GTF** (which has a GBV sub-working group) and supporting the gender equality and women's empowerment work of the 2014-2016 UNDAF, including the implementation of the gender scorecard.

<sup>1</sup> UN Women: <http://www.unwomen.org/partnerships/>





As part of the new cycle of its strategy for 2014-2016, UN Women will continue to place special efforts for maintaining and developing strategic relations with our key partners, in particular (but not limited to), UN Women will focus its attention towards carrying out the following actions during the current strategic planning cycle:

- **Influencing donor partnerships with government institutions** to actively promote the mainstreaming of gender equality in partnership agreements;
- **Initiating a consortium of donors** to contribute towards UN Women oPt strategic plan and strengthen coordination among donors;
- **Promoting multi-annual partnerships** with donor agencies in line with UN Women planning cycles;
- **Identifying collaboration opportunities with foundations and private sector organizations** whose corporate social responsible priorities are in line with UN Women policy and programming areas and initiating long-term partnerships;
- Promoting **national ownership**;
- Promoting **partnerships with civil society, gender advocates, women's machineries** including the UN Women CSAG;
- Further investing in and prioritizing partnership opportunities within the framework of **South-South Cooperation (SSC)**

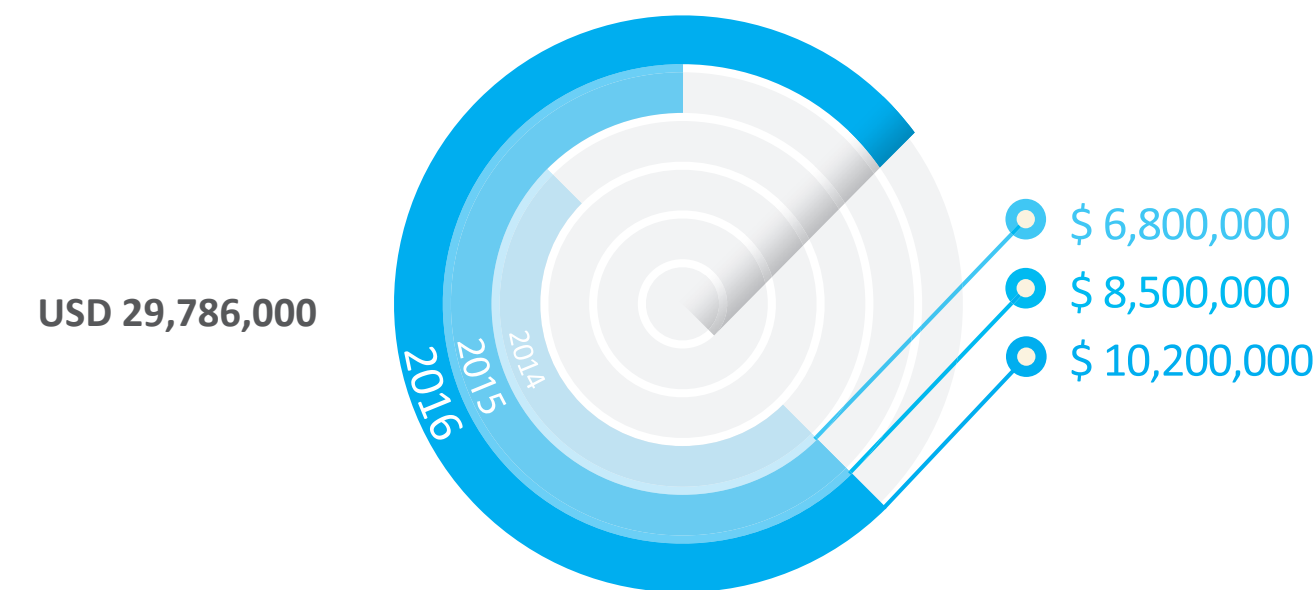
# RESOURCE MOBILIZATION

The UN Women Palestine resource mobilization strategy sets 3 high-level strategic objectives:

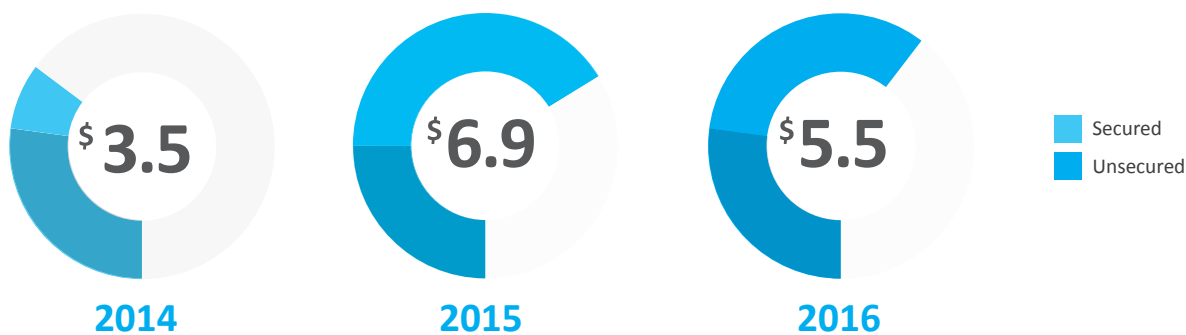
- to deepen the partnership with traditional donors;
- to diversify the donor base; and
- to develop improved agency capacity to mobilize resources for gender equality and women’s empowerment interventions.

As part of this strategy, the office needs to increase revenue by at least 50 per cent annually over the next two years. The total estimated budget for 2014, 2015 and 2016, is USD 29,786,000.

## TOTAL BUDGET (2014, 2015, 2016)



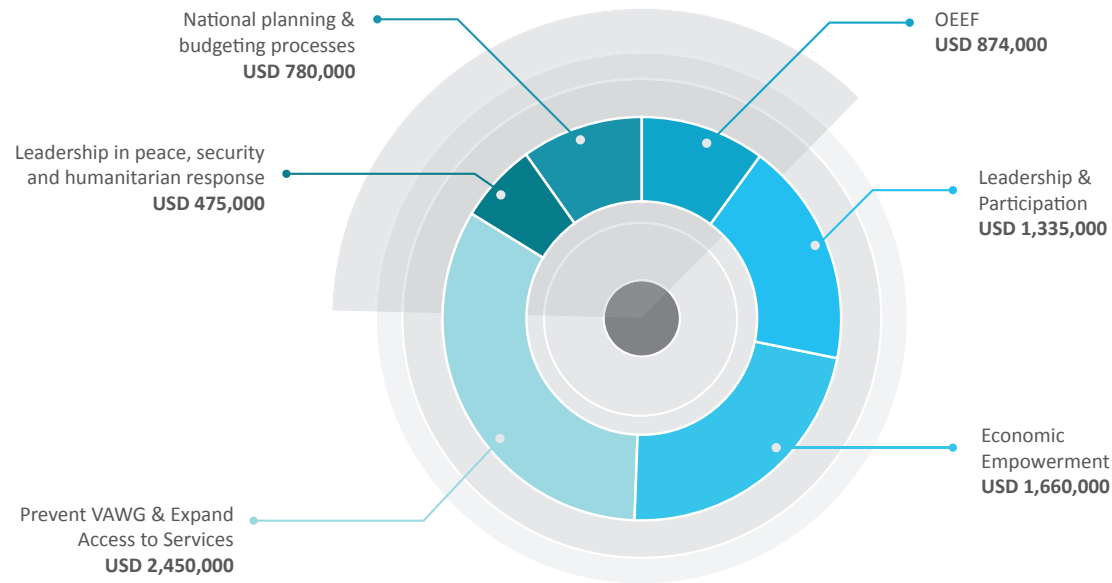
## FUNDING GAP



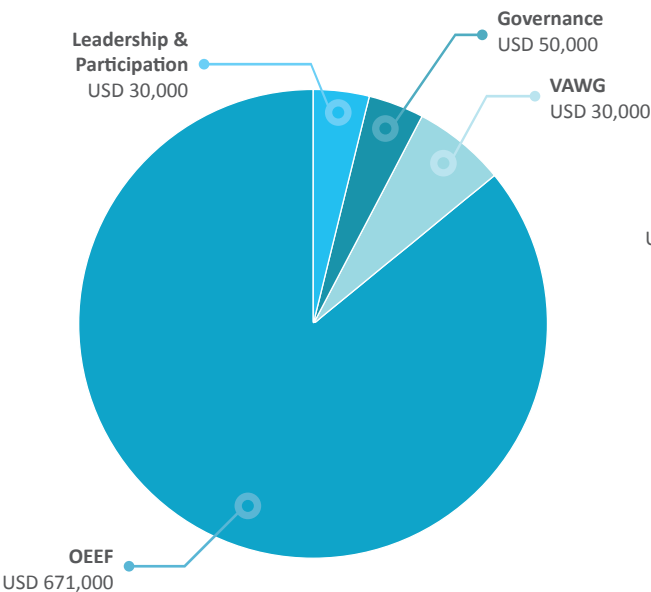
# FUNDS ALLOCATION 2014

CORE FUNDS  
USD 781,000

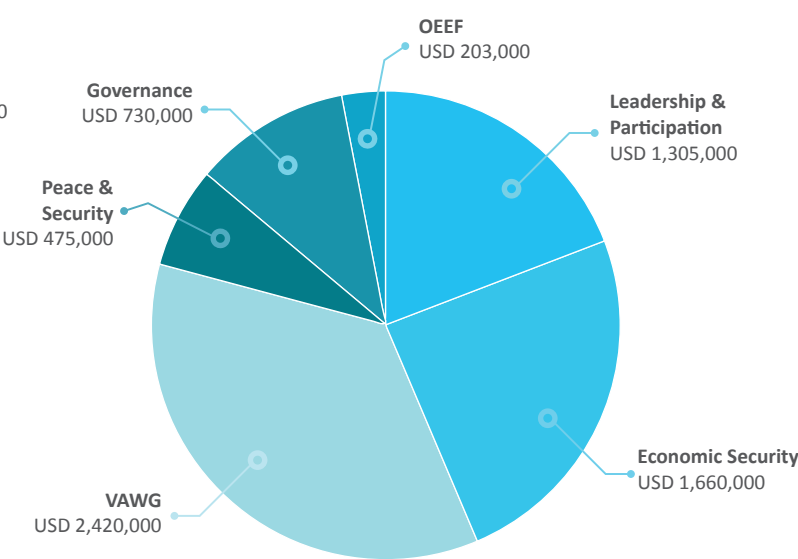
NON-CORE FUNDS  
USD 6,793,000



## CORE FUNDS



## NON-CORE FUNDS



# DEVELOPMENT RESULT FRAMEWORK

2016-2014 funding requested

2016-2015 funding requested

2016 funding requested

## Impact 1: Women's increased leadership and participation in the decisions that affect their lives

Related UN-Women SP Impact Area: 1 Women lead and participate in decision making at all levels

Related 2016-2014 UNDAF priority: Priority 2: Governance, rule of law, justice, security and human rights

Related national development priorities:

National Priority - Palestinian National Development Plan (2016-2014): Policy Area 3: Rebuilding an effective democratic political system and promotion of the community peace based on the respect of the human rights

National Priority - Palestinian Cross Sectoral National Gender Strategy (2016-2014) Strategic Objective 3: Women's participation in decision-making increased

### Outcome 1.1

A women's rights and gender perspective agenda is reflected in legal, regulatory and institutional frameworks

#### Output 1.1.1

Private sector mechanisms, procedures and tools developed and available for applying women's rights/GE in the labour market.

#### Output 1.1.2

Evidence-based dialogue between women beneficiaries of services and decision makers informs law reform and policy development and implementation and services delivery<sup>1</sup>

### Outcome 1.2.

Palestinian women's transformative leadership enhanced to participate in decision-making processes that affect their lives at community and national levels

#### Output 1.2.1

Communities have a greater understanding, acceptance and appreciation of women's role in the public sphere and the importance of women's socio-economic and political participation<sup>2</sup>

#### Output 1.2.2

Women politicians, decision-makers and elected officials are increasingly participative and effective in different decision-making spheres

#### Output 1.2.3

Women and girls in excluded areas capacity to take on active civic engagement and the exercising of citizenship enhanced

## Impact 2: Increased economic empowerment of women, especially of those who are most excluded

Related UN-Women SP Impact Area: 2 Women, especially the poorest and most excluded, are economically empowered and benefit from development

Related UNDAF 2016-2014 priority: Priority area: Economic empowerment, livelihoods, food security and decent work, and Priority Area: Social Protection

Related national development priorities:

National Priority - Palestinian National Development Plan (2016-2014): Policy Area 4: Strengthen the independent national economy and activating the Palestinian private sector, and Policy Area 5: Fighting of poverty, unemployment and promoting social justice

National Priority - Palestinian Cross Sectoral National Gender Strategy (2016-2014) Strategic Objective 1: Participation of women in the labor sector increased

### Outcome 2.1

An enabling socio-economic environment, policy and regulatory framework to strengthen Palestinian women's economic empowerment and rights

#### Output 2.1.1

**Improved capacity of Palestinian institutions to develop gender-sensitive policies, plans, budgets and regulations for the protection of women's economic security and rights**

#### Output 2.1.2

**Improved knowledge, analysis and evidence on the situation of women in the formal and informal sectors, and how to promote Palestinian women's economic empowerment and rights**

### Outcome 2.2

Strengthened livelihoods sustainability for excluded and marginalized women through the provision of gender-responsive services (skills, facilities, equipment, infrastructure, etc)

#### Output 2.1.3

**Strengthened CBO networking and advocacy efforts for the promotion of women's economic empowerment and sustainable development.**

#### Output 2.2.1

**Improved capacity of CBOs running holistic facilities and income-generating services in excluded communities**

#### Output 2.2.2

**Women's increased capacity to produce goods with diversified access to markets**

<sup>1</sup> FGE grantees contributing to this output (funds not reflected)

<sup>2</sup> FGE grantees contributing to this output (funds not reflected)

## Impact 3: Prevent violence against women and girls and expand access to victim/survivor services peace based on the respect of the human rights

Related UN-Women SP Impact Area: 3: Women and girls live a life free from violence

Related UNDAF Priority 2: Governance, rule of law, justice, security and human rights

Related national development priorities:

PNP 2016-2014: Policy Area 2: Completion of the institutional building of the state and improve their effectiveness and capabilities in providing high quality services, and Policy Area3: Rebuilding an effective democratic political system and promotion of the community peace based on the respect of the human rights

CSNGS 2016-2014: Strategic Objective 2: All forms of violence against Palestinian women decreased

<p><b>Outcome 3.1</b></p> <p>Laws, systems, strategies, policies, procedures and mechanisms informed by international standards and women voices, developed, institutionalized, and implemented, for increased women and girls protection, access to justice and security.</p>	<p><b>Output 3.1.1</b></p> <p><b>Enhanced capacity of legislative bodies, justice, security and social protection policy makers to include gender equality principles and reflect human rights standards within normative/ strategic frameworks.</b></p> <p><b>Output 3.1.2</b></p> <p><b>Evidence-based data, information and analysis on VAWG / GBV and women's access to protection and justice produced and disseminated</b></p> <p><b>Output 3.1.3</b></p> <p><b>UN Sister Agencies' interventions in social protection, justice and security sectors enhanced from a gender perspective and coordinated.</b></p>
<p><b>Outcome 3.2</b></p> <p>Specialized, quality, multi-sectoral survivors-based services available and accessible to women and girls victims of violence.</p>	<p><b>Output 3.2.1</b></p> <p><b>Increased gender sensitive, rights-based, coordinated capacity of social, justice and security sectors to prevent and respond to cases of VAWG</b></p> <p><b>Output 3.2.2</b></p> <p><b>Cooperation mechanisms among key governmental and/or non-governmental actors in prevention and in protection, reintegration and access to justice of VAWG victims developed and codified.</b></p> <p><b>Output 3.2.3</b></p> <p><b>Increased awareness of women, girls, and boys of VAWG, available services, institutional responsibilities and legal responsibilities and rights.</b></p>



## Impact 4: Women's leadership in peace, security and humanitarian response

Related UN-Women SP Impact Area: Women in Peace, Security and Humanitarian Response

Related UNDAF priority 2:

Governance, rule of law, justice, security and human rights

Related national development priorities:

National Priority - Palestinian National Development Plan (2016-2014): Policy Area 2: Completion of the institutional building of the state and improve their effectiveness and capabilities in providing high-quality services, and Policy Area 3: Rebuilding an effective democratic political system and promotion of the community peace based on the respect of the human rights

National Priority - Palestinian Cross Sectoral National Gender Strategy (2016-2014) Strategic Objective 3: Women's participation in decision-making increased

<p><b>Outcome 4.1</b></p> <p>Gender equality commitments adopted and implemented in humanitarian programming, response and assistance.</p>	<p><b>Output 4.1.1</b></p> <p><b>HCT capacity to engender humanitarian programming, response and assistance strengthened.</b></p>
<p><b>Outcome 4.2.</b></p> <p>Palestinian women living under internal and cross-border conflict are directly involved in peace and state-building processes.</p>	<p><b>Output 4.2.1</b></p> <p><b>Palestinian women and their organization capacities and opportunities to influence state-building and peace processes enhanced</b></p>

## Impact 5: National planning and budgeting processes promote stronger institutional accountability to gender equality commitments.

Related UN-Women SP Impact Area: 5 Governance and national planning fully reflect accountability for gender equality commitments and priorities

Related UNDAF/ CCPD priority: Governance, rule of law, justice, security and human rights

Related national development priorities:

National Priority - Palestinian National Development Plan (2016-2014): Policy Area 2: Completion of the institutional building of the state and improve their effectiveness and capabilities in providing high-quality services, Policy Area 3: Rebuilding an effective democratic political system and promotion of the community peace based on the respect of the human rights, and Policy Area 5: Fighting of poverty, unemployment and promoting social justice

National Priority - Palestinian Cross Sectoral National Gender Strategy (2016-2014) Strategic Objective 5: Gender equality issues in plans and budgets mainstreamed

<p><b>Outcome 5.1</b></p> <p>PNP 2016-2014 and other national sectoral plans with specific commitments to advance gender equality and women's empowerment are adopted and implemented.</p>	<p><b>Output 5.1.1</b></p> <p><b>Improved Palestinian governmental capacity to plan and budget according to GE/WE</b></p>
	<p><b>Output 5.1.2</b></p> <p><b>Enhanced Palestinian Government capacity to mainstream GE priorities in national budgets</b></p>

<p><b>Outcome 5.2</b></p> <p>Mechanisms are in place to increase accountability of national government towards gender equality and to monitor implementation of gender equality commitments.</p>	<p><b>Output 5.2.1</b></p> <p><b>Government capacities to track gender budget allocations and expenditures strengthened</b></p>
	<p><b>Output 5.2.2</b></p> <p><b>Gender equality advocates and women's groups capacities to track gender budget allocations and expenditures strengthened</b></p>

## Organization Effectiveness and Efficiency Results

<p><b>Output Cluster 1: More effective and efficient United Nations system coordination and strategic partnerships on gender equality and women's empowerment</b></p>	
<p><b>Output 1.1</b> UN-Women oPt effectively leads, coordinates and promotes accountability for the implementation of gender equality commitments across the UN system</p>	
<p><b>Output 1.2</b> Active and effective work of the UN Women Palestine CSAG ensured</p>	
<p><b>Output Cluster 2: To institutionalize a strong culture of results-based management, reporting, knowledge management and evaluation</b></p>	
<p><b>Output 2.1</b> UN Women Palestine strengthens a culture of results-based management within the organization at all stages of programming</p>	
<p><b>Output 2.2</b> A clear evidence base generated from high quality studies, and evaluations for strategic plan implementation, decision-making, and accountability to inform gender responsive policy and programme</p>	
<p><b>Output Cluster 3: Improved and enhanced management of budgets, procurement, human resources, assets, business continuity planning and ICT infrastructure and support.</b></p>	
<p><b>Output 3.1</b> Improved staff capacities to deliver results in gender equality and women's empowerment in oPt.</p>	
<p><b>Output 3.2</b> Efficient procurement planning and implementation ensured</p>	
<p><b>Output 3.3</b> Improved operations services, systems and processes that enforces a culture of risk management, accountability and transparency</p>	
<p><b>Output Cluster 4: Leveraging and managing resources</b></p>	
<p><b>Output 4.1</b> Improved stewardship of resources through Budget, Financial, Human Resources management</p>	
<p><b>Output 4.2</b> Resource base is expanded and diversified to meet the demand for UN Women catalytic and technical support and strategic grant-making</p>	
<p><b>Output 4.3</b> Position UN Women as an active and reliable gender advocate and resource at regional, local and global level</p>	



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