

2021- 2017

Strategic Plan



Assalama Charitable Society for Wounded and People with Disability

September 2016

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Terminology:

Interventions:

The activities and programs conducted by the organization to make changes, bridge gaps, solve problems and/or respond to the needs of its target groups.

Target groups:

The different groups of beneficiaries targeted by the organization through its different programs. Assalama target groups are the wounded and people with disability of the victims of the wars.

Human rights:

The rights linked to all human beings, regardless of their nationalities, location, race, origin, color, religion, language or any other attributes. It is rightful to have all human rights on equal basis and with no differentiation. All these rights are linked, combined and inseparable.

Social justice:

Provision of fair treatment for all groups on basis of equality and equal opportunities among these groups

Participatory approach:

A work methodology based on real and actual inclusion for all stakeholders in the processes of planning, implementation, monitoring, and evaluation of the organization programs.

Human rights based approach:

A conceptual framework which is built on international standards of human rights, and oriented in implementation towards protection and promotion of human rights. This approach aims at analyzing commitments, variances and vulnerabilities, in addition to addressing differentiating practices and unfair distribution of power, which hinders progress and limits human rights.

Defending human rights:

All activities and interventions aiming at ending any violations of basic human rights which are stated in human rights conventions.

Empowerment:

The process of enabling target groups to have the power to decision making and taking their role in community in an effective way which realizes their independence.

Learning organization:

The organization that is continuously seeking to build its capacities and achieving its goals through supporting and promoting continuous learning processes, self-development, exchange of expertise locally and internationally, group learning, effective knowledge-management and use of proper techniques in learning and exchange of knowledge.

Social change:

The process of making positive change in the beliefs and attitudes of community groups towards certain issues.

Baseline Study:

Survey/ research aiming at evaluating the current situation (before the intervention) in order to design indicators for achievement tracking purposes (after the intervention).

Executive Summery

Assalama Charitable Society for Wounded and People with Disability is a nongovernmental organization established in 2004 as a response to the urgent need for an organization to take care of wounded and people with disability of the victims of the Israeli wars and offensives on the Gaza Strip. Assalam played a leading role in providing those people with specialized medical needs and rehabilitation through its branches in the Gaza Strip.

In its continuous endeavors for developing overall performance as NGo working in light of specific vision, mission and theory of change; Assalam presents this strategic plan as a reference to all of its projects and programs which will be implemented during the coming 5 years (2017–2021).

This strategy was accomplished through full cooperation between the external consultant specialized in strategic planning, and Assalama represented by a work team which included representatives from board of directors, executive management, heads of centers and educators. Work was started by a meeting with Assalam management during which the action plan to prepare the strategy was approved, and all required procedures were taken to facilitate the process. Then it was followed by number of meetings with staff as well as representatives of stakeholders and beneficiaries from all programs. During those meetings, the consultancy team –with effective participation from Assalam management– formed the theory of change to be adopted by the organization, conducted SWOT analysis, and identified the strategic issues to be addressed by Assalam within the next 5 years.

The Consultant worked on preparing the strategic plan for 2 months starting from May 1st 2016, where the team started by developing the theory of change which reflected vision and attitudes of Assalam management during the next 5 years. The theory of change was the basis on which the rest of the strategic plan was built. The most distinctive feature in this work, is the use of participatory approach which was adopted during the different phases on work, which also promoted team work, increased effectiveness, and maximized Assalam's benefit from the strategic planning experience to be more capable of conducting such practice in the future without external assistance.

The strategic plan focused on three strategic issues, namely: 1) defining Assalam's identity as an organization taking care of the wounded and with disability people of the victims of the wars . 2) lack of access of wounded and with disability people of the victims of the wars to the basic services including health services. 3) The deteriorating human rights situation in the Gaza Strip which is materialized in denying those groups their rights. All these strategic issues were translated to 3 strategic objectives which CFTA will address in the next 5 years.

Methodology:

The strategic plan was formulated through the following steps:

1. Conducting in depth interviews with top management in order to identify its future priorities.
2. Reviewing former strategic plans, annual reports, evaluation reports and reviews in order to identify the organization programs and activities, as well as extract lessons learnt and recommendations.
3. Reviewing and analyzing literature related to the Palestinian environment and context, based on reports published by local and international organizations, in addition to reviewing the Palestinian National Strategic Plan which is related to the role of local NGOs in sustainable development. Moreover, lots of documents and reports related to civil society and charitable work were reviewed. All that was done with purpose of conducting a holistic objective analysis for the internal and external environment of the organization to identify strengths, weaknesses, threats and opportunities.
4. Conducting series of meetings and workshops with management as well as staff, in a way that covered all activities and programs of the organizations, in order to provide a holistic analysis for the internal and external environment of the organization, in addition to develop the vision, mission and strategic objectives. In addition, the meetings aimed at discussing

what could be done for further development in organizational performance and increasing beneficiaries' satisfaction.

5. Conducting series of meetings with beneficiaries from all programs and services provided by the organization in addition to relevant stakeholders from governmental and non-governmental organizations.
6. Discussing and approving the draft strategic plan in a focus group with board of directors and top management in order to identify the priorities and discuss the distribution of activities and interventions across the strategy.

Bases relied on when developing the strategic plan:

- Assalam's vision, mission and strategic values since its establishment.
- Human rights based approach.
- Evaluation results for the previous strategic plan 2012-2014.
- Commitment to organizational values guiding civil society work in Palestine including independence and nationalism.
- Inclusion of target groups in the Gaza Strip especially marginalized children, women and underprivileged families.
- Provision of actual developmental programs responding to the needs of the community and aiming at making a profound positive change in their lives.
- Building on what has been achieved and learning from previous lessons.
- Integrating efforts with governmental and non-governmental organizations working in the Gaza Strip.

Strategic Plan:

Vission :

A pioneer Palestinian NGO operating in a society where the wounded and people with acquired disability play an active role within the Palestinian Community

Mission:

Assalam is a Palestinian NGO seeking for improving the quality of life of wounded and people with acquired disability of the victims of the wars through its specialized and comprehensive rehabilitation programs

Values:

- Professional values: It includes, independency, non-centrality, to enhance democracy values, preserve privacy and rights of the target people professionalism and specialty, commitment, abidance, development transparency, societal sustainable development.
- Ethical values: It includes: Respect societal culture, and values; human values, social responsibility, voluntary work, profession's ethics, equality and non-discrimination.

Strategic Goals

SG1: To promote Assalama's institutional role locally and internationally:

- Assalama identity as an NGO contributing to realizing social justice for wounded and people of acquired disability of war victims is promoted
- Assalama's institutional efficiency as a learning organization is promoted
- Organizational sustainability for Assalama is promoted

G2 : To contribute to improving the quality of life of wounded and people with acquired disability of the war victims.

Expected Results:

- The health status of wounded and people with acquired disability of the war victims improved.
- The wounded and people with acquired disability of the war victims were economically empowered.
- The wounded and people with acquired disability of the war victims were legally empowered.
- The wounded and people with acquired disability of the war victims were psychosocially empowered.

SG3 To contribute in defending and protecting issues of wounded and people with acquired disability of wars victims in local community

- Community has positively changed towards issues of wounded and people with acquired disability of the war victims
- All community and its groups are advocating for issues of wounded and people with acquired disability of the war victims

Strategy General Frame work:

1. SG1: To promote Assalama's institutional role locally and internationally:

| Expected results | Performance indicators | MoVs | Assumptions |
|--|---|---|---|
| 1.1. CFTA identity as an NGO contributing to realizing social justice and human rights is promoted | <ul style="list-style-type: none"> ▪ Assalama interventions and practices promote concepts of social justice. ▪ Assalama plans, strategies, publications and programs include the concepts of social justice . ▪ Assalama has a policy /framework/ reference that defines its role in the field serving its target groups. | <ul style="list-style-type: none"> ▪ Documents and plans ▪ Publications ▪ Projects' proposals and implementation plans ▪ Organizational assessment tools | <ul style="list-style-type: none"> ▪ Organizational stability ▪ Management realization and adoption for development ▪ Availability of local competencies ▪ Staff commitment and cooperation ▪ Availability of information ▪ Availability of cadre on the internal and external levels |
| 1.2. CFTA's institutional efficiency as a learning organization is promoted | <ul style="list-style-type: none"> ▪ Assalama has an updated capacity building program which reflects aspects of performance development and the relevant performance | <ul style="list-style-type: none"> ▪ Capacity building plan ▪ Systems and programs documentation. ▪ Reports ▪ Meeting minutes ▪ Participants' lists ▪ Consultancy reports | |

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| | <p>indicators</p> <ul style="list-style-type: none"> ▪ A permanent coordination system with local community for planning and implementing Assalama programs is in place ▪ A system for collective learning and exchange of expertise is in place ▪ A system for communication within Assalamm is developed and implemented to promote internal dialogue | | |
| 1.3. Organizational sustainability for CFTA is promoted | <ul style="list-style-type: none"> ▪ Assalama's dependency on external fund is decreased by 5% ▪ Availability of fund to cover Assalama expenses for two years. ▪ Assalama has its own income generation sources | <ul style="list-style-type: none"> ▪ Financial reports ▪ MOUs ▪ Approved projects ▪ Financial agreements | |
| 2. <u>SG2: To contribute to improving the quality of life of wounded and people with acquired disability of the war victims.</u> | | | |
| Expected results | Performance indicators | MoVs | Assumptions |
| 2.1. The health status of wounded and people with acquired disability of | <ul style="list-style-type: none"> ▪ wounded and people with acquired disability of the war victims received the | <ul style="list-style-type: none"> ▪ Activities' reports ▪ Baseline study ▪ Youth initiatives ▪ Beneficiaries'' | <ul style="list-style-type: none"> ▪ Organizational stability ▪ External environment stability ▪ Availability of fund |

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| the war victims improved. | <ul style="list-style-type: none"> most urgent health related needs wounded and people with acquired disability of the war victims became more able to access to the health services | lists | <ul style="list-style-type: none"> Liberty of work under rule of law Interaction of targeted groups Cooperation of local community |
| 2.2. The wounded and people with acquired disability of the war victims were economically empowered. | <ul style="list-style-type: none"> wounded and people with acquired disability of the war victims became more able to secure their living needs | <ul style="list-style-type: none"> Activities' reports Baseline study Youth initiatives Beneficiaries' lists' lists | |
| 2.3. The wounded and people with acquired disability of the war victims were legally empowered. | <ul style="list-style-type: none"> Wounded and people with acquired disability of the war victims became more aware about their rights. Wounded and people with acquired disability of the war victims became more able to defend their rights. | <ul style="list-style-type: none"> Activities' reports Students' exams results Case study reports Baseline study Participants' lists | |
| 2.4. The wounded and people with acquired disability of the war victims were psychosocially empowered. | <ul style="list-style-type: none"> The psychological status of wounded and people with acquired disability of the war victims improved. wounded and people with acquired disability of the war victims are capable to participate in the community | <ul style="list-style-type: none"> Activities' reports Statistics Case study reports Baseline study Participants' lists | |

| 3. <u>SG3 To contribute in defending and protecting issues of wounded and people with acquired disability of wars victims in local community</u> | | | |
|--|--|--|---|
| Expected results | Performance indicators | MoVs | Assumptions |
| 3.1. Community has positively changed towards issues of wounded and people with acquired disability of the war victims | <ul style="list-style-type: none"> Community is sensitized to and aware of wounded and people with acquired disability of the war victims' rights Community has positive attitudes towards wounded and people with acquired disability of the war victims needs and issues | <ul style="list-style-type: none"> Activities' reports Statistics Baseline study Participants' lists | <ul style="list-style-type: none"> Organizational stability External environment stability Liberty of work under rule of law Cooperation of local community |
| 3.2. All community and its groups are advocating for issues of wounded and people with acquired disability of the war victims | <ul style="list-style-type: none"> wounded and people with acquired disability of the war victims' rights are secured in the Palestinian community | <ul style="list-style-type: none"> Activities' reports Statistics Baseline study Participants' lists | |

Detailed Frame Work:

Attached Excel File.