Taawon Strategic Plan 2024–2026

Executive Summary (Strategic Narrative)

Taawon for Conflict Resolution presents this **Strategic Plan 2024–2026** as an evidence-based, globally-aligned roadmap to foster sustainable peace and social justice in the occupied Palestinian territory (oPt). Grounded in **intersectional, feminist, rights-based, and conflict-transformative frameworks**, the plan responds to urgent political and social realities on the ground. The oPt continues to face protracted conflict, occupation, and internal divisions that fuel instability. Reports by official and civil society bodies warn of a dangerous trajectory for Palestinian society. In this context, Taawon's strategy is both a **response to current challenges** and a proactive blueprint for positive change, contributing to broader goals of freedom, independence, and human dignity.

Inclusive Approach: This plan was developed through a participatory process engaging partner organizations, youth volunteers, the Board of Directors, and General Assembly members. It introduces new strategic objectives for 2024–2026, built on factual analyses and real indicators. The strategy targets **all areas of the oPt** – Gaza, the West Bank (including Area C), and East Jerusalem – focusing on communities with high levels or risks of conflict. It also engages **all segments of Palestinian society**, including government and local authority staff, grassroots civil society, the private sector, **youth, and women**. This inclusive lens reflects Taawon's commitment to **"leaving no one behind"**, echoing the Sustainable Development Goals (SDGs) and national priorities for unity and resilience.

Strategic Focus: Taawon positions itself as a **leading policy actor in Palestine**, championing a progressive agenda with six interlinked priorities: **feminist leadership, youth empowerment, digital safety, mental health, civic engagement, and conflict transformation**. These themes are woven throughout our objectives and programs:

- **Feminist Leadership & Gender Equality:** We mainstream a gender-transformative approach in all interventions, ensuring women and girls are at the forefront of decision-making and peacebuilding. This responds to the severe underrepresentation of Palestinian women in leadership (only ~11.7% of decision-making positions are held by women) and fulfills Palestine's commitments under the National Action Plan on Women, Peace and Security. By amplifying women's voices, we aim for more inclusive and durable solutions to conflict, in line with global evidence that women's participation improves peace outcomes.

- **Youth Empowerment:** With over 70% of the Palestinian population under 30, youth are key agents of change. Yet they face staggering challenges – for instance, **youth unemployment in Gaza reached an estimated 80–95%** in recent years, breeding frustration and despair. This strategy invests in young people's skills, leadership, and opportunities, positioning youth as peacebuilders, innovators, and community leaders. Taawon will support youth-led initiatives, training, and civic engagement programs that channel youth energies away from violence and toward positive social change.

- **Digital Safety & Inclusion:** As civic space shrinks under occupation, the digital realm has become both an outlet and a battleground. Palestinian activists and youth face intensifying **digital surveillance and online harassment**, especially in East Jerusalem post-2023. A recent survey found **65.3% of Palestinians in East Jerusalem feel using social media poses a personal risk, and 70% resort to self-censorship online**. Taawon's plan integrates digital safety training, privacy protection, and cyber-civil rights advocacy to ensure that activists, youth, and women can engage online without fear. By promoting **digital literacy and protection**, we aim to create safe virtual spaces for mobilization and expression.

- **Mental Health & Psychosocial Support:** Decades of conflict have inflicted deep psychological trauma on Palestinians – even before the latest escalations, over **50% of children in Gaza had PTSD symptoms**, and emotional distress among youth was alarmingly high. Recognizing mental wellbeing as a foundation for resilience, Taawon will integrate psychosocial support into peacebuilding. This includes trauma-informed approaches in schools and communities, mental health counseling as part of reconciliation processes, and stress relief and coping skills for youth and women. By healing invisible wounds, we help break cycles of violence and build a more hopeful, cohesive society.

- **Civic Engagement & Active Citizenship:** Democratic participation and accountable governance are cornerstones of conflict transformation. Our strategy strengthens **civic engagement** at all levels – encouraging communities (especially youth and women) to participate in local decision-making, exercise social accountability, and advocate for their rights. We will support civic education, create dialogue platforms between citizens and officials, and promote volunteerism and community initiatives. This fosters a sense of agency and unity, reinforcing the social contract and reducing internal tensions. It aligns with global best practices and SDG 16 (Peace, Justice & Strong Institutions) by empowering people to shape a just, peaceful society.

- **Conflict Transformation:** Moving beyond traditional conflict resolution, Taawon adopts a **conflict-transformative framework** – addressing root causes (such as inequity, exclusion, gender oppression) and transforming relationships and structures that fuel conflict. We promote **positive peace**: not merely the absence of violence, but the presence of justice, equality, and mutual respect. This entails community mediation programs, dialogue circles, peace education in schools, and advocacy for policy changes that institutionalize fairness (e.g. equitable laws, transitional justice mechanisms for reconciliation). Our approach is informed by rights-based principles and local knowledge, ensuring interventions do no harm and actively contribute to social cohesion and **civil peace**.

In sum, this Strategic Plan serves as a **blueprint for long-term partnerships** and collective impact. It is designed to appeal to progressive funders and rights-based actors who share our vision of a peaceful, inclusive, and resilient Palestine. The plan aligns with Palestinian national priorities and the 2030 Agenda (with contributions to SDGs 1, 3, 4, 5, 10, 11, 16, 17), and it reflects global best practices in strategic planning for conflict-affected contexts – including participatory design, results-based management, and conflict sensitivity. We invite UN agencies, bilateral donors, international NGOs, feminist funds, and private foundations to join us in advancing this bold agenda. **Together, we can empower Palestinian women and youth, uphold rights and dignity, and transform conflicts into pathways for sustainable peace.**

Context and Background Analysis

Political and Socioeconomic Context: The occupied Palestinian territory continues to grapple with a multifaceted crisis. **Military occupation, recurrent violent escalations, territorial fragmentation, and political stalemate** have devastated socioeconomic conditions and social fabrics. Gaza endures a crippling blockade since 2007, periodic wars (2008–09, 2012, 2014, 2021, 2023), and humanitarian catastrophes; the West Bank faces expanding settlements, land confiscation, and restricted Palestinian authority, especially in Area C and East Jerusalem. These pressures have eroded livelihoods and governance. **Poverty and unemployment are at critical levels** – nearly 80% of Gaza's people rely on humanitarian aid and youth joblessness has soared to unprecedented heights. The economy and infrastructure are fragile, further strained by the COVID-19 pandemic and political conflicts. This instability fuels community-level disputes, domestic violence, and societal fragmentation.

Impact on Women and Girls: Palestinian women and girls bear a disproportionate burden of conflict and patriarchy. They face **systemic gender-based violence (GBV)** – nearly 30% of Palestinian women have experienced domestic violence, and rates of psychological, economic, and physical abuse are high. The stresses of occupation (home demolitions, displacement, loss of livelihoods) have correlated with spikes in family violence. Women also remain **marginalized in leadership and peace processes**. They hold only ~12% of executive decision-making roles and 16% of parliament seats, and have been largely excluded from formal conflict-resolution and reconciliation efforts. This is despite Palestine's commitment to UNSCR 1325 and having a National Action Plan on Women, Peace and Security. The exclusion of women's perspectives not only violates their rights but undermines the effectiveness of peacebuilding – global studies show that women's participation significantly increases the likelihood of lasting peace agreements. Our strategy directly addresses these gaps by centering feminist leadership and women's rights as key pillars.

Youth Challenges: Palestinian youth (ages ~15–30) have grown up amid violence, political fragmentation, and economic despair. Many have only known a reality of checkpoints and conflict, leaving them cynical about the future. **Youth unemployment in Gaza is estimated around 80–95%**, and even in the West Bank it remains high, fueling frustration and brain drain. Education outcomes are under threat; while enrollment in basic education was above 95%, conflict disruptions and poverty cause many (especially boys) to drop out by secondary level. Young Palestinians report feelings of hopelessness, lack of trust in institutions, and desire to emigrate. Worryingly, some have turned to negative coping mechanisms (e.g. substance abuse). Youth also suffer serious **mental health impacts** from repeated traumas: emotional distress indicators among Gaza adolescents surged between 2018 and 2022, with fearfulness rising from 50% to 84%. Over half exhibit symptoms of PTSD, depression, or anxiety due to violence and loss. This "lost generation" risk is a national emergency. However, youth are also a tremendous resource – tech-savvy, globally connected, and eager for change. Any strategic plan must invest in **youth empowerment, psychosocial support, and opportunities for civic engagement** to harness their potential as peacebuilders rather than allow despair to take root.

Civil Society and Civic Space: Palestinian civil society is vibrant but operates under great duress. NGOs, community groups, and activists strive to provide services, defend human rights, and promote dialogue. Yet they face **movement restrictions, funding volatility, and sometimes political repression**. In Gaza, civil society fills gaps left by fractured governance but is constrained by the blockade and internal political divides. In the West Bank and East Jerusalem, organizations encounter intrusive surveillance and even criminalization (with some groups designated as illegal). Digital platforms have become crucial for advocacy and youth mobilization, but they are closely monitored. **Digital rights violations are escalating** – Israeli authorities' surveillance regime (facial recognition cameras, spyware, social media monitoring) has created a climate of fear online. Many Palestinians

practice self-censorship on social media to avoid arrest or harassment. Such constraints on freedom of expression and assembly hinder civic engagement and accountability efforts. Despite these challenges, there is strong community desire to engage in decision-making and hold leaders accountable, as seen in local grassroots initiatives and youth campaigns. Strengthening **civic engagement and protecting space for civil society** are thus essential for conflict transformation and democratic development.

Conflict Dynamics and Need for Transformation: Conflicts in the Palestinian context occur at multiple levels – from the macro-level conflict with the occupation, to inter-factional Palestinian political conflicts (e.g. Fatah– Hamas split), to local community disputes and family violence exacerbated by stress. These conflicts are interlinked: the oppressive external environment breeds internal tensions and vice versa. A **conflict transformation approach** is needed to break this cycle. This means not only mediating immediate disputes but addressing underlying causes: **socio-economic inequalities, injustices, lack of political representation, gender oppression, historical traumas, and breakdown of trust**. For example, poverty and inequality (SDGs 1, 10) are root drivers of community strife; lack of services (SDGs 3, 4) and poor governance erode social cohesion. Our strategy aligns with these insights – by pursuing development goals (poverty reduction, education, health, gender equality) alongside peacebuilding, we tackle grievances that fuel conflict. We also emphasize **transitional justice and reconciliation mechanisms** to deal with past harms (both at the national level and within communities). Strengthening **good governance, rule of law, and human rights protections** will mitigate triggers for violence and lay the groundwork for a just peace. This comprehensive approach reflects both international best practices (e.g. **conflict sensitivity and rights-based programming**) and Palestinian aspirations for unity and self-determination.

Alignment with National Priorities and SDGs: This strategic plan is firmly rooted in the **national priorities of the Palestinian people and the globally agreed SDGs**. It supports the State of Palestine's commitment to Agenda 2030 and its endeavor to localize the SDGs in spite of occupation-related obstacles. The plan's focus on gender equality, youth, and governance mirrors key priorities in Palestinian national strategies – including the National Policy Agenda (which emphasizes putting citizens first and building resilience) and sectoral strategies on youth development and women's empowerment. Notably, it contributes to the implementation of Palestine's Second National Action Plan on Women, Peace and Security (2020–2024) by promoting women's participation in peace and security efforts. It also aligns with the **UN Sustainable Development Cooperation Framework (2023– 2025)** for Palestine, which highlights inclusive human development and institutional strengthening. Through its multi-faceted objectives, the plan advances a broad range of SDGs: e.g. **SDG 1** (No Poverty) and **SDG 10** (Reduced Inequalities) by economic empowerment and social justice initiatives; **SDG 3** (Good Health & Well-being) by addressing mental health and psychosocial needs; **SDG 4** (Quality Education) via peace education and life skills training; **SDG 5** (Gender Equality) by feminist leadership and GBV prevention; **SDG 8** (Decent Work) by skill-building for youth; **SDG 11** (Sustainable Communities) and **SDG 16** (Peace, Justice & Strong Institutions) by promoting active citizenship, human rights, and accountable institutions; and **SDG 17** (Partnerships) through the emphasis on networking and international cooperation. By aligning with these frameworks, Taawon ensures that its efforts complement and bolster both national initiatives and international support programs, creating synergy rather than duplication. In summary, the context analysis underlines both **the urgency and the opportunity**: the Palestinian community is at a crossroads, facing intense hardships but also possessing the drive and vision for change. Taawon's Strategic Plan 2024–2026 is crafted to leverage that drive, employing a holistic, rights-based strategy to **transform conflict into a catalyst for social progress**. The following sections detail our vision and mission, the theory of change guiding our work, strategic objectives and outcomes, and the management frameworks that will translate this plan into action.

Vision, Mission, and Core Values

Our Vision: *"A Palestinian society capable of resolving conflicts through positive and peaceful means."* This aspirational vision envisions a future where individuals, communities, and institutions across Palestine possess the values, skills, and mechanisms to address disputes constructively without violence, thereby upholding civil peace and social cohesion. It echoes our fundamental belief that sustainable peace must be built from the grassroots by empowering people to be agents of conflict transformation.

Our Mission: *Taawon for Conflict Resolution is an independent Palestinian national non-profit organization working with Palestinian society to deepen their understanding and practice of positive, peaceful conflict resolution, while promoting the values of civil peace, social justice, human rights, tolerance, reconciliation, civic participation, and community development.* In essence, Taawon's mission is to **enable Palestinian women, men, and youth to manage conflicts peacefully** in their daily lives and communities. We do this by providing education, tools, and platforms for dialogue; advocating for policies that protect human rights and social justice; and building networks of peace champions. Our mission statement highlights that we are rooted in Palestinian society and responsive to its needs, and that we approach conflict resolution not in isolation but as part of a broader **rights-based and developmental agenda** – intertwining peace with justice, tolerance, and participatory development.

Core Values: The work of Taawon is guided by a set of core values that reflect our ethos and principles. We believe in:

- **Peace and Non-Violence:** A commitment to peaceful means in all circumstances; rejecting violence as a mode of address and promoting dialogue, mediation, and understanding.

- **Tolerance:** Embracing diversity of opinions, identities, and beliefs within Palestinian society; fostering mutual respect and empathy across divides.

- **Democracy and Participation:** Upholding democratic principles, inclusive decision-making, and the right of every individual to have a voice in the matters that affect their lives.

- **Respect for Human Rights:** Ensuring that all our actions and programs are anchored in the universal human rights framework, and empowering communities to claim their rights and dignity.

- **Social and Political Justice:** Striving for fairness, equality, and the rule of law in society; addressing grievances and historical injustices that drive conflict, and working towards equitable development and governance.

- **Gender Equality:** Committing to equality between women and men in all spheres. We value women's empowerment and aim to dismantle gender barriers, both internally within our organization and externally in our programs, in line with our feminist approach.

- **Volunteerism and Service:** Valuing the spirit of volunteerism and community service. We believe in mobilizing local resources and initiative – particularly among youth – to advance the common good.

- **Community Development:** A dedication to grassroots development and community-driven change. We recognize that sustainable peace grows from strong, resilient communities where basic needs are met and everyone can contribute to collective well-being.

These core values are not just abstract ideals – they are actively integrated into our programming and organizational culture. They ensure that **how** we work is consistent with **what** we seek to achieve. Every project, partnership, and staff member of Taawon is expected to uphold these values, creating an organizational environment that models the just, peaceful society we envision.

Theory of Change

Taawon's **Theory of Change (ToC)** provides a logical framework explaining how our interventions will lead to the desired impact by 2026. In narrative form, our ToC can be summarized as follows:

> **If** we **enhance the values, knowledge, and skills for positive and peaceful conflict resolution** among Palestinians at the community level, **and** if we **strengthen systems of good governance, human rights protection, and active civic participation** (incorporating a gender-transformative lens) to address grievances and reduce the drivers of conflict, **and** if we **develop Taawon's institutional capacity and financial sustainability** while forging broad partnerships, **then** we will empower Palestinian society to handle conflicts through peaceful, constructive means, thereby reducing violence and fostering social cohesion. **This will result in** a more resilient, inclusive society where civil peace is safeguarded, human rights are respected, women and youth take on leadership roles, and mechanisms exist to manage disputes without resorting to violence.

The diagram below (in textual form) outlines the chain of logic linking our actions to outcomes and our ultimate vision:

- **Inputs/Activities:** Taawon will implement peace education workshops, dialogue forums, mediation training, advocacy campaigns for tolerance and reconciliation, capacity-building for local institutions on governance and rights, gender equality mainstreaming activities, psychosocial support sessions, digital safety training, staff development programs, resource mobilization efforts, and partnership-building initiatives (details under Strategic Objectives).

- **Immediate Outputs:** These activities will produce concrete outputs such as: *trained youth and women peace ambassadors*, *training manuals and toolkits on conflict resolution*, *community awareness campaigns on human rights, tolerance, and reconciliation*, *established community accountability committees*, *policies or codes of conduct for inclusive governance*, *early warning and response systems for local conflicts*, *improved organizational policies and skills within Taawon*, and *formalized partnerships/MOUs with various stakeholders*.

- **Outcomes:** As a result of the outputs, several short-to-medium term outcomes are expected by 2026:

  1. **Enhanced Conflict Resolution Capacity in Communities:** Local communities (especially youth) become aware of and proficient in **alternative, peaceful ways to resolve conflicts**. There is broader public uptake of mediation, dialogue, and restorative practices. Educational curricula and media include content on tolerance and peace. *Indicator example: Percentage of youth who report using non-violent conflict resolution methods increases (target: +30% from baseline)*.

  2. **Strengthened Civil Peace and Social Cohesion: Values of tolerance, reconciliation, and civil peace are reinforced in society**, partly through transitional justice initiatives that address past grievances. Communities are more cohesive and resilient to divisive forces. *Indicator: Incidents of communal violence or revenge attacks decrease (target: trend reduction year-on-year)*.

3. **Improved Good Governance and Rights Protection: Practices of good governance, social justice, and human rights are more prevalent** in local institutions. Citizens, including women and youth, actively participate in civic life and hold authorities accountable (active citizenship). Mechanisms for community monitoring (social accountability tools, scorecards) are institutionalized. *Indicator: Number of community accountability initiatives established (target: e.g. 10 new initiatives); proportion of target municipalities adopting transparency measures*.

4. **Gender Equality and Women's Empowerment in Peacebuilding: Gender-responsive approaches are integrated** in conflict resolution programming and institutions. More women assume leadership roles in peace committees and local councils. Gender norms begin to shift toward acceptance of women's public roles. *Indicator: Women's participation rate in project activities and decision-making bodies (target: at least 50%); qualitative testimonies of attitude change*.

5. **Youth as Agents of Positive Change: Youth (young women and men) have increased capacities and opportunities to engage in civic engagement and peace initiatives**. Their leadership skills are honed, and they partake in intergenerational dialogue. *Indicator: Number of youth-led initiatives or advocacy campaigns supported (target: e.g. 20 initiatives); % of participants reporting increased sense of agency*.

6. **Digital Safety and Inclusion: Participants have greater awareness and tools for digital safety**, enabling safer online civic engagement. Instances of online harassment or censorship are mitigated through support networks and advocacy. *Indicator: % of trained youth who adopt secure digital practices (target: 80%); documented cases where digital rights violations are addressed via our support*.

7. **Reduced Conflict Triggers and Early Response:** Through policy advocacy and community action, some structural conflict drivers (like inequitable local policies) are mitigated. Additionally, **early warning systems** for emerging conflicts are piloted – e.g. monitoring tension indicators and mediating disputes early. *Indicator: Conflict Early Warning & Response (EWR) mechanism established in at least X communities; number of conflicts peacefully resolved at community level (target: year-on-year increase)*.

8. **Organizational Strength and Partnerships:** Taawon itself becomes a stronger institution – **financially sustainable, with skilled staff and systems, and a wide network of regional and international partners**. This outcome is pivotal for scaling and sustaining impact. *Indicator: Diversity of funding sources (no single donor >30% of budget); number of active MOUs or partnerships (target: e.g. 15); % annual budget growth*.

- **Impact (Vision Level):** Collectively, the outcomes contribute to our vision of *a Palestinian society capable of dealing with conflicts positively and peacefully*. By 2026, we anticipate tangible progress toward **sustainable peace and social cohesion**: communities better manage disputes without violence, instances of conflict-related violence decline, marginalized groups (women, youth) have greater voice, and public trust in peaceful conflict resolution increases. These changes set the foundation for longer-term transformative impact – helping Palestinians prepare for eventual just political solutions and nation-building with a culture of peace.

Assumptions and Risks: Our ToC assumes that certain external conditions hold, notably: that local and international stakeholders remain open to supporting civil peace initiatives; that there is no massive deterioration (although our plan includes contingency measures for escalations); and that cultural receptivity to change (e.g. acceptance of women's leadership or new conflict resolution methods) can be achieved through persistent effort. We also assume that improved governance and socio-economic conditions, while partially achievable through our interventions, will be complemented by broader development and humanitarian efforts in Palestine. We recognize risks such as major conflict flare-ups, political pushback, or funding gaps (these are addressed in the Risk Matrix section). Nonetheless, our ToC is designed with **adaptive, conflict-sensitive programming** in mind, allowing us to adjust strategies if assumptions change. By building strong community ownership and diversifying partnerships, we bolster the resilience of our theory of change against external shocks.

In summary, our Theory of Change connects grassroots empowerment, institutional reform, and organizational capacity into a unified strategy for peace. **Because values and skills change behavior, because inclusive governance addresses root causes, and because a strong Taawon can catalyze broader coalitions, we believe lasting positive change is achievable**. The next section details the Strategic Objectives that operationalize this theory.

Strategic Objectives and Outcomes

Taawon's strategy is organized around **three Strategic Objectives (SOs)** that serve as the pillars of our work for 2024–2026. Each objective addresses a critical dimension of conflict transformation in Palestine, and together they are mutually reinforcing. Below, we articulate each strategic objective, the rationale behind it, key programmatic components, and expected results. (Subsequent sections will provide the logical framework matrix and specific indicators for measuring these results.)

Strategic Objective 1: Enhance Values and Skills for Positive, Peaceful Conflict Resolution

Objective 1 Description: This objective aims to **cultivate a culture of peace and non-violent conflict resolution across Palestinian communities**, with a special focus on youth and community leaders. It addresses the urgent need to change mindsets and equip people with practical tools to manage conflicts constructively, reducing reliance on violence or harmful coping mechanisms. By fostering *values of tolerance, dialogue, and reconciliation*, and building *skills in mediation and conflict resolution*, Taawon will empower individuals to become peace agents in their families, schools, and communities. This objective is deeply rooted in our feminist and rights-based ethos – ensuring that **both women and men, from diverse backgrounds, gain access to peace education** and that content is sensitive to gender and power dynamics.

Key Interventions under Objective 1:

- **Peace Education and Training:** Develop and disseminate curricula and **training manuals on peaceful conflict resolution** tailored to various audiences (school students, university youth, community activists). We will conduct workshops, training-of-trainers, and peer education programs to transmit skills in negotiation, active listening, mediation, and cooperative problem-solving. A priority is placed on reaching **marginalized areas and groups** – e.g. youth in conflict hotspots, women's groups, and grassroots leaders in Area C and East Jerusalem. *By 2026, at least X new training guides will be produced and Y people (50% women) trained in positive conflict resolution methods.*

- **Youth Engagement & Empowerment:** Launch **youth-focused initiatives** such as peace clubs, debate forums, and social media campaigns promoting tolerance and non-violence. Partner with schools,

universities, and youth centers to integrate peace education into extracurricular activities. Encourage **youth-led projects** (through small grants or mentorship) that creatively address local conflicts – e.g. community theater on reconciliation, art and storytelling for healing, or sports for peace events. These activities double as psycho-social support by giving youth a constructive outlet and sense of purpose. *Expected outcome:* **Youth (young women and men) have improved capacity and motivation to serve as peacebuilders**, engaging peers and their communities in dialogue.

- **Women as Peace Mediators:** In line with feminist principles, involve and train **women as mediators, community dialogue facilitators, and champions of non-violence**. Through partnerships with women's organizations and existing networks (e.g. mothers' councils, women's committees), we will support women-led peace initiatives. This not only builds local conflict resolution capacity but also elevates women's status as leaders. *By the end of 2026, at least Z women-led mediation initiatives or local peace committees will be established.* This supports the WPS agenda by translating it into community action.

- **Community Awareness & Dialogue Campaigns:** Organize **public awareness campaigns and dialogues** to reinforce values of **tolerance, forgiveness, and social cohesion**. For example, community dialogues on reconciliation (including addressing intra-Palestinian political divisions or clan disputes) will be facilitated, using approaches like *"musalahah"* (reconciliation sessions) and story-sharing of coexistence. We will also champion **transitional justice mechanisms** at the community level – helping communities deal with past traumas or conflicts through truth-telling exercises, commemoration, and traditional dispute resolution where appropriate. These efforts echo the transitional justice principles mentioned in our theory of change, aiming to heal divides and prevent revenge cycles.

- **Integration into Education & Media:** Advocate with educational authorities to incorporate peace education, conflict resolution, and civic tolerance content into **school curricula** and teacher training. Similarly, collaborate with media outlets and social media influencers to broadcast peace messaging – countering hate speech and sectarian narratives. By normalizing peaceful conflict management in public discourse, we strive for a long-term shift in social norms. *(This ties into digital safety as well, by promoting positive online discourse.)*

Expected Outcomes of Objective 1: By 2026, **Palestinian communities will demonstrate greater awareness and uptake of peaceful conflict resolution methods**. Specifically:

- *Outcome 1.1:* **Increased public awareness of non-violent conflict resolution techniques.** Communities are aware of *alternative tools* (mediation, dialogue, restorative justice) to address conflicts positively. *Indicator: % of population in target areas who can name at least two peaceful conflict resolution methods (target: +40% increase).*

- *Outcome 1.2:* **Enhanced conflict resolution skills among youth and community leaders.** A core cadre of trained youth (both young women and men) and local leaders exists who can lead mediation or dialogue efforts. *Indicator: Number of trained "peace ambassadors" actively facilitating conflict resolution in their communities (target: e.g. 100 active mediators, at least 50% female).* Also, qualitative evaluations will show improved conflict-handling confidence among participants.

- *Outcome 1.3:* **Strengthened culture of tolerance and reconciliation.** Through campaigns and dialogues, **values of tolerance, forgiveness, and civil peace are reinforced**, as evidenced by community feedback and reduced incidences of retributive conflicts. *Indicator: At least X community events or media*

products promoting tolerance and reconciliation are produced annually; conflict incident reports show reduction in cases escalating to violence in target communities.

- *Outcome 1.4:* **Mechanisms for peaceful dispute resolution in place.** Some communities will have established local structures or processes for conflict mediation (e.g. volunteer mediation committees, school mediation clubs, or local peace centers) that continue operating. *Indicator: Number of functioning local conflict resolution mechanisms initiated (target: e.g. 10 new mechanisms by 2026)*.

- *Outcome 1.5:* **Psychosocial healing and resilience improved.** Although harder to quantify in short term, our integrated approach (particularly dialogues and youth engagement) aims to improve psychosocial wellbeing. We expect participants in reconciliation and peace education activities to report reduced feelings of anger or vengeance and improved empathy. *Indicator: Qualitative testimonies and psychosocial assessment surveys indicate improved coping and decreased trauma symptoms among participants (especially youth).*

By achieving Objective 1, Taawon will lay the **foundational mindset shift** needed for all other objectives: a populace that values peace and has the capacity at the individual and community level to pursue it. This bottom-up change creates fertile ground for the structural and institutional changes targeted in Objective 2.

Strategic Objective 2: Mitigate Conflict and Violence through Good Governance, Human Rights, and Active Citizenship (with Gender Justice)

Objective 2 Description: This objective focuses on the **structural and institutional dimensions of conflict**: it seeks to reduce the drivers of conflict and tension by promoting **inclusive, accountable governance, social justice, and the protection of human rights**. In doing so, it emphasizes **active civic engagement** – empowering citizens (especially youth and women) to participate in public life, demand their rights, and hold institutions accountable – as well as ensuring a **gender-responsive approach** in all governance and peace efforts. By addressing governance deficits and rights violations that often underlie conflicts, Objective 2 works in tandem with Objective 1: where Objective 1 changes hearts and minds, Objective 2 changes systems and power relations. Together they create a positive feedback loop (civic empowerment leading to better governance, which reduces conflict triggers).

Key Interventions under Objective 2:

- **Capacity Building for Good Governance:** Collaborate with local councils, municipalities, and community-based organizations to **promote principles of good governance, transparency, and rule of law**. We will provide training and technical assistance to these institutions on topics like inclusive decision-making, conflict-sensitive planning, and human rights-based approaches to service delivery. One activity is developing **governance and human rights indicators** and helping local bodies monitor and improve on those (e.g. conducting scorecards or surveys on public satisfaction, fairness in resource distribution). This will be complemented by establishing or strengthening **grievance redress mechanisms** and community watchdog groups, so citizens can report issues and seek redress peacefully. *Outcome:* More responsive and fair local governance helps **diffuse grievances before they escalate into conflicts**.

- **Active Citizenship & Social Accountability:** Empower communities to engage with and influence public decision-making. Taawon will run **civic education programs** (workshops, media campaigns) on citizens' rights and responsibilities, and the importance of participation and non-violent advocacy. We will support **social accountability initiatives** – for example, training youth and women groups to conduct

budget monitoring of local governments, or facilitating town hall meetings where officials answer to citizens. One specific activity is institutionalizing **community accountability tools** in local councils (such as public hearing forums or joint citizen committees). By making governance more participatory, we aim to reduce mistrust and foster a sense of ownership and cooperation between authorities and communities. *Indicator:* At least *X local authorities adopt new participatory or accountability measures by 2026*.

- **Human Rights Protection and Legal Empowerment:** In partnership with human rights NGOs, we will work to **protect and promote human rights in conflict-affected communities**. This includes educating communities on human rights (possibly via community "know your rights" sessions) and supporting local advocacy on issues like freedom of movement, freedom of expression, and gender-based violence prevention. We will establish referral pathways with legal aid providers for individuals whose rights are violated (e.g. victims of abuse or those facing land confiscation) to seek justice through legal means rather than resorting to retaliatory actions. Additionally, in the context of **digital rights**, Taawon will advocate against digital surveillance and censorship that infringe on privacy and expression, aligning with coalitions pushing for the protection of Palestinian digital rights. By upholding rights, we address key conflict triggers (like perceived injustice or marginalization).

- **Gender Mainstreaming & Feminist Leadership in Governance:** A core element of this objective is ensuring **gender equality and feminist principles** are integrated into governance and peace structures. We will provide gender-sensitivity training for local officials and civil society partners, promote the implementation of gender-responsive policies (e.g. municipal plans that address women's safety, or recruitment of women in local committees), and support women's advocacy groups in policy dialogue. Moreover, we will champion the **leadership of women and young women in civic platforms** – for instance, by creating "young women leaders forums" linked to municipalities or by supporting the Youth, Peace, and Security agenda in Palestine. *Outcome:* Decision-making processes become more inclusive and reflective of women's and girls' needs, which is proven to improve outcomes and community trust.

- **Conflict-Sensitive Development Projects:** Through our partners and advocacy, encourage that development projects and aid in oPt are designed and implemented with **conflict sensitivity and equity** in mind (so they do not inadvertently exacerbate tensions). This may involve providing input or convening stakeholders around shared issues (like water resource management in communities) to prevent conflicts over resources. Additionally, we will support **early warning and early response** systems at the community level (as noted earlier): for example, training select community members, including youth, to monitor local tension indicators and coordinate with authorities or mediation teams if conflicts loom. This links governance with conflict prevention directly.

Expected Outcomes of Objective 2: By addressing governance and rights, Objective 2 seeks to **lessen the intensity and frequency of conflicts in Palestinian society by 2026**. Key outcomes include:

- *Outcome 2.1:* **Communities more aware of and engaged in social justice, good governance, and human rights practices.** Public awareness of concepts like social justice, accountability, and active citizenship will increase significantly. *Indicator: % of surveyed community members who report increased knowledge of their civic rights and avenues to participate (target: e.g. 60% in target areas, disaggregated by gender)*. There will be **greater citizen participation** in local governance (e.g. higher turnout at community meetings, more feedback provided to officials).

- *Outcome 2.2:* **Improved policies and systems reinforcing good governance and rights in institutions.** Concrete **programs, systems, or bylaws are developed that institutionalize good governance and human rights practices** in Palestinian institutions. For instance, by 2026, some local councils might pass transparency ordinances or adopt gender-responsive budgeting, etc. *Indicator: Number of new or reformed policies/bylaws in target institutions that promote accountability, nondiscrimination, or participation (target: e.g. 10 policies); qualitative assessments show improved trust in those institutions*.

- *Outcome 2.3:* **Institutionalized community accountability mechanisms. Social accountability tools become functional and effective** – e.g. community monitoring committees or public grievance systems are established and utilized. *Indicator: At least X community accountability initiatives (such as citizen scorecards or oversight committees) are active and acknowledged by local authorities by 2026*. These mechanisms give a peaceful outlet for addressing discontent, thereby preventing escalation of anger into conflict.

- *Outcome 2.4:* **Gender-responsive conflict mitigation. Gender considerations are embedded** in conflict mitigation efforts: for example, women's issues (like GBV or exclusion) are addressed as part of peace and governance programs, and women report increased confidence that their voices matter. *Indicator: All target institutions adopt at least one gender-responsive measure (e.g. gender quota, committee, or policy) as a result of our advocacy; increased number of women in local governance roles (target: 30% increase in women on community committees)*. Additionally, men and boys engaged in our programs show improved attitudes towards gender equality.

- *Outcome 2.5:* **Reduction in local conflict triggers and incidents.** With more just and inclusive governance, some common conflict flashpoints (corruption, resource disputes, rights violations) are mitigated. Communities where these initiatives take root should see a reduction or stabilization in conflicts. *Indicator: Tracking of local conflict incidents (through partner reports or police data) in intervention areas shows a decline or lower increase compared to non-intervention areas; specific resolved issues (e.g. a land dispute resolved through dialogue rather than violence) are documented as success stories*.

- *Outcome 2.6:* **Early conflict warning and response in place.** A nascent **early warning system** for conflicts may be operational, feeding information to community leaders or authorities who can respond promptly. *Indicator: At least Y communities have a trained early-response team or communication protocol for emerging conflicts by 2026, with at least Z potential conflicts successfully mitigated after warnings*.

- *Outcome 2.7:* **Digital civic space protected and utilized safely.** As part of active citizenship, **more youth and activists engage online in advocacy while practicing [digital safety](#)**. Our interventions and advocacy aim to result in commitments or actions to curb surveillance abuses (for instance, raising the issue with international bodies or technology companies, as 7amleh recommends). *Indicator: Number of people trained in digital rights and safety (target: e.g. 500), and qualitative feedback that they feel more confident online (baseline: only ~35% felt confident, target: increase significantly)*. Also, any policy wins or public statements from duty-bearers on digital rights could be tracked.

Through Objective 2, Taawon endeavors to create an enabling environment where **fairness, accountability, and respect for rights reduce the impetus for conflict**, and where citizens are co-creators of peace and development.

This objective not only aligns with donors' governance and democracy agendas (e.g. EU, USAID) but is fundamentally about **building the peaceful, just institutions required for a sustainable future** (SDG 16). It complements Objective 1's grassroots change by ensuring top-down support for peace values, and it relies on Objective 3 (capacity and partnerships) for implementation muscle.

Strategic Objective 3: Strengthen Taawon's Institutional Sustainability and Strategic Partnerships

Objective 3 Description: To achieve the ambitious societal changes outlined above, Taawon must continually fortify itself as an organization. Strategic Objective 3 is internally focused, aiming to **develop Taawon's institutional capacity, financial sustainability, and networks of partnerships** so that the organization can effectively deliver on Objectives 1 and 2 and endure beyond 2026. This objective recognizes that in a volatile context like Palestine, resilience and adaptability of the organization are crucial. It also acknowledges that **building broad partnerships – locally, regionally, and internationally – will amplify Taawon's impact** and integrate our work into larger movements for peace and development. We see Taawon as a connector and leader among civil society, and a trusted partner for international agencies, and thus we invest in the systems and relationships to fulfill that role.

Key Interventions under Objective 3:

- **Financial Sustainability and Resource Mobilization:** We will implement a comprehensive **resource mobilization strategy** to diversify and grow our funding base. This includes strengthening proposal writing and donor outreach capacities, exploring new funding streams (e.g. **feminist funds, private foundations, diaspora philanthropy, corporate social responsibility**), and cultivating relationships with a wide range of donors mentioned in this plan. Taawon will also enhance its financial management systems for greater transparency and efficiency, building donor confidence. Part of sustainability is also to establish a **financial reserve or endowment strategy** if feasible, to reduce dependency on short-term grants. *Target:* Ensure **core operating costs are at least partly self-financed or covered by flexible funds** by 2026, and no single donor contributes more than a certain percentage of the budget – thereby mitigating risk. *(This aligns with best practices of NGO financial resilience.)*

- **Institutional Capacity and Governance:** We will invest in our **human resources and organizational development**. This involves regular staff training (especially in thematic expertise like gender, digital security, MHPSS, and M&E), improving our internal knowledge management, and possibly expanding staff in key areas. We plan to refine our **strategic planning and M&E systems**, adopting results-based management so that we can track progress (developing key performance indicators, as in our logframe) and learn from our work. Additionally, Taawon will uphold good governance internally: ensuring our Board is active and diverse, our decision-making processes are inclusive and gender-balanced, and we maintain high standards of accountability (e.g. external audits, publishing annual reports). *Outcome:* By 2026, **Taawon's organizational structure and processes will be more robust, gender-sensitive, and capable of effectively scaling programs**, thereby increasing credibility with partners and beneficiaries alike.

- **Partnerships and Networking:** Building on our name "Taawon" (which means "cooperation"), we will proactively form and strengthen **partnerships at national, regional, and international levels**. Domestically, we'll coordinate with other NGOs, CSOs, youth clubs, women's unions, academic institutions, and government bodies (like ministries or local governments) to create synergies and avoid duplication. Regionally, we aim to engage in Middle East and North Africa (MENA) peacebuilding and

feminist networks to exchange lessons and possibly undertake joint initiatives (for example, learning from other conflict-affected contexts' approaches to youth peace work). Internationally, we will deepen relationships with UN agencies (UNDP, UNICEF, UN Women, UNFPA, etc.), INGOs (Oxfam, CARE, Plan International, ActionAid, etc.), and global coalitions (e.g. the Global Partnership for the Prevention of Armed Conflict, or networks under UNSCR 2250 for youth). **A wide network of partners will amplify our reach and influence** – for instance, co-hosting policy dialogues on Palestine, or participating in joint proposals funded by the EU or USAID consortia. *Key result:* By 2026, Taawon will have a **broad, active network of strategic partners** spanning local to global levels, positioning us as a "go-to" organization in Palestine for intersectional, rights-based peacebuilding. This is evidenced by MOUs signed, joint projects implemented, or being regularly consulted in policymaking forums.

- **Branding and Policy Influence:** As a sub-component, we will work on **raising Taawon's profile as a thought leader and policy advocate** in Palestine on issues of feminist peacebuilding, youth inclusion, and conflict transformation. This involves producing research and policy briefs (leveraging data from our projects) to influence national policies and donor agendas. It also means developing a communications strategy that highlights success stories and lessons from our work to stakeholders. By doing so, **Taawon will be recognized as a leading policy actor** driving the narrative on peace and rights in Palestine – shaping discourse in line with our mission. This recognition can help attract more support and open doors for high-level partnership (e.g. invitations to strategy consultations by UN or government).

- **Ensuring Intersectionality and Adaptiveness:** Internally, we will ensure that intersectional analysis (how different forms of marginalization overlap) guides our program design. For example, paying specific attention to including people with disabilities, refugees, or minorities in our initiatives. We will also build in adaptive management capacities – scenario planning for different conflict scenarios (especially given the volatile context) and flexible project designs that can pivot as needed. This is part of institutional resilience, enabling us to continue operations and support communities even during crises (for example, shifting to emergency psychosocial support or digital activities if physical access is cut off).

Expected Outcomes of Objective 3: Achieving this objective will mean that **Taawon is well-equipped organizationally to carry out its mission now and in the future**. Specific outcomes are:

- *Outcome 3.1:* **Sustainable Institutional Infrastructure: Taawon's organizational structure and processes are strengthened and sustained**, including stable core funding. We will have *improved financial stability* (e.g. multi-year funding agreements secured, diversified donor portfolio) and *operational excellence* (efficient procedures, strong M&E, etc.). *Indicator: Annual budget size increased by X%; overhead costs covered; positive annual audit results; staff retention rate improved by Y% (sign of organizational health)*.

- *Outcome 3.2:* **Enhanced Staff Capacity and Gender Equity:** The skills and competencies of Taawon's team (staff and volunteers) are significantly enhanced in areas crucial for program quality (peacebuilding methodologies, gender analysis, trauma-informed care, digital security, etc.). Internally, **gender equality is reflected** (parity in staffing and leadership roles, gender-friendly workplace). *Indicator: All staff receive at least one substantive training per year; internal gender audit shows improvement in gender balance and inclusion policies*.

- *Outcome 3.3:* **Effective Partnerships and Coalition-Building:** Taawon maintains a **wide network of effective partnerships** with at least **X regional/international organizations and Y national/local**

organizations. These partnerships yield joint initiatives or resource sharing that enhance results. *Indicator: Number of partnerships or coalition memberships active (target: e.g. 5 international MoUs, 10 local partnerships); at least Z joint advocacy campaigns or projects implemented with partners by 2026*. Also intangible outcomes like improved credibility and influence (measured by being referenced in national fora or invited to contribute to policy).

- *Outcome 3.4:* **Taawon as a Policy Actor:** Taawon is recognized as a **leading voice in policy discussions** on conflict transformation and feminist, youth-inclusive peacebuilding in Palestine. Evidence may include citations of our work in national strategy documents, participation in high-level panels, or donor strategic frameworks referencing our approaches. *Indicator: At least X policy briefs or research publications produced by Taawon; contributions to at least Y policy dialogues or working groups (national or international) on relevant themes*.

- *Outcome 3.5:* **Increased Visibility and Donor Alignment:** Taawon's profile among donors and international actors rises, facilitating *long-term strategic partnerships*. Donors see us as a reliable and innovative partner aligning with their priorities (see Donor Alignment section). *Indicator: By 2026, at least X multi-year funding partnerships established; donor satisfaction surveys (if any) show positive feedback on Taawon's strategy and reporting*.

By bolstering our own capacity and partnerships, Objective 3 is the engine that will drive the success of Objectives 1 and 2. A financially secure, well-run Taawon can **scale up peace education programs, rapidly respond to emerging needs, and sustain efforts until real change takes root**. Moreover, by connecting with global networks, we ensure that Palestine's struggles and innovations inform – and are supported by – international peace and feminist movements. This sets the stage for sustainability beyond this strategic cycle, as Taawon grows into a cornerstone institution for peace and rights in Palestine.

The strategic objectives above are interconnected and together aim to **transform the conflict ecosystem in Palestine**: from individuals to institutions to our own organization. The following **Results Framework** summarizes these objectives with their key results and indicators, providing a clear roadmap for monitoring progress.

Strategic Results Framework (2024–2026) – Logical Framework Matrix

The table below presents a high-level **Logical Framework (Logframe)** for Taawon's 2024–2026 strategy, outlining each Strategic Objective with its corresponding outcomes, selected outputs, and key performance indicators (KPIs). This serves as a basis for monitoring and evaluation, ensuring accountability to our objectives and facilitating donor alignment.

Strategic Objective	Expected Outcomes (by 2026)	Key Outputs / Activities	Key Performance Indicators (KPIs)
SO1: Enhance Values & Skills for Peaceful Conflict Resolution *(Build a culture of positive peace and equip people with conflict resolution skills.)*	1.1 Communities (esp. youth) are aware of and use **alternative peaceful methods** to resolve conflicts. 1.2 **Tolerance and reconciliation values** strengthened in society (e.g. via transitional justice processes). 1.3 A cadre of **trained youth & women peace facilitators** active in communities.	- Peace education curricula and **training manuals** developed (e.g. modules on mediation, dialogue). - **Workshops and trainings** delivered to youth, women, community leaders on conflict resolution (target: *Y* trainings, *N* participants). - **Community campaigns/dialogues** promoting tolerance, reconciliation (e.g. *X* dialogue sessions held; media spots). - **School programs** integrating non-violence and conflict resolution concepts (pilot in curricula or clubs).	- *# of conflict resolution training manuals/guidebooks produced* (Target: ≥*5* manuals). - *# of people (M/F) trained in conflict resolution skills* (Target: ≥*500*, ≥50% female) – pre/post tests show improved knowledge. - *# of community tolerance/reconciliation events conducted* (Target: ≥*20* events; at least *5* in Gaza, *5* in West Bank). - *% of trained youth mediators reporting actual mediation initiatives undertaken* (Target: ≥*60%* use skills in real conflicts).
SO2: Mitigate Conflict through Good Governance, Human Rights & Active Citizenship *(Address structural causes and foster inclusive, accountable institutions.)*	2.1 **Public awareness of rights, justice, and civic duties** increased (citizens more engaged). 2.2 **Good governance practices** adopted in target institutions (transparency, participation, gender-responsiveness). 2.3 **Community social accountability** mechanisms established and functioning (citizen oversight, feedback). 2.4 **Gender equality & WPS principles integrated** in local governance/peace	- **Capacity-building** for local councils/organizations on accountability, conflict sensitivity, human rights (e.g. *N* training sessions on governance, HRBA). - Establishment of **community accountability committees or forums** (Target: ≥*10* mechanisms) and support **public hearings/town halls** with officials. - **Human rights workshops** and legal clinics for communities; referral system for rights violations (in partnership with CSOs). - **Gender mainstreaming**: training for officials; creation of local women's advisory groups; gender audits of	- *# of local institutions implementing new transparency or participation measures* (Target: ≥*8* institutions adopt e.g. open budgeting, info disclosure). - *# of community accountability/monitoring initiatives active* (Target: ≥*10*; e.g. citizen scorecards applied annually). - *# of citizens (M/F) participating in public consultation or social accountability activities* (Target: ≥*1,000*; ≥40% youth). - *Increase in women's representation* in target decision-making bodies (Target: from baseline to at least 30% of members by 2026). - *# of local policies/bylaws influenced or revised* to be more conflict-sensitive or rights-based (Target: ≥5 policies; e.g. anti-

Strategic Objective	Expected Outcomes (by 2026)	Key Outputs / Activities	Key Performance Indicators (KPIs)
	initiatives (women's participation up). 2.5 **Local conflict drivers reduced** and early warning systems piloted (e.g. fewer resource or intra-family conflicts escalate).	policies. - **Youth civic engagement initiatives** (e.g. youth councils, advocacy campaigns on social issues) facilitated. - **Early Warning & Response (EWR):** conflict risk assessments conducted, EWR teams formed in pilot areas.	discrimination policy, community peace committees recognized by local gov). - *Conflict incident rate in target communities* (Indicator: qualitative reports or surveys show reduction in frequency/severity of local disputes by endline, compared to baseline). - *Functional early warning system count* (Target: EWR mechanism piloted in *≥3* communities; documented cases of early intervention).
SO3: Strengthen Taawon's Institutional Sustainability & Partnerships *(Build Taawon's capacity to lead and sustain impact.)*	3.1 **Financial sustainability** improved – diversified funding and stable core resources. 3.2 **Organizational capacity** enhanced – skilled staff, robust M&E and admin systems, internal gender equality. 3.3 **Expanded partnerships and networks** at national, regional, international levels, aligned with Taawon's identity. 3.4 **Taawon's profile and influence** as a policy actor increased (recognized leader in feminist conflict transformation).	- Develop and execute **Resource Mobilization Plan** (donor mapping, proposals, local fundraising events). - **Staff development** program (annual trainings, exchanges) and institutional development (update policies, MIS, monitoring tools). - **Internal gender action plan** (e.g. ensure parity, capacity on gender) implemented. - **Partnership MOUs** signed with key agencies (UN, INGOs, regional networks) and active participation in coalitions/forums. - **Communications & advocacy strategy** to disseminate results (policy briefs, media outreach, hosting roundtables).	- *Annual budget growth rate* (Target: *+15%* average per year) and *number of distinct funding sources* (Target: *≥10* significant donors, with none >30% of budget). - *% of budget that is multi-year or unrestricted* (Target: increase to *50%+* by 2026, indicating sustainability). - *Staff capacity index* (qualitative measure or HR assessment; Target: significant improvement in key competencies; all departments fully staffed). - *# of formal partnerships or coalition memberships* (Target: *≥15* partnerships, including *≥5* international); *joint initiatives with partners* (Target: *≥5* by 2026). - *Visibility indicators:* e.g. *# of policy briefs/research published* (Target: *≥5*), *# of high-level forums where Taawon presented or quoted* (Target: *≥10* instances). - *Donor and stakeholder satisfaction* (Indicator: positive feedback in surveys or continued funding commitments from key partners, implying trust in Taawon's leadership).

Note: Detailed activity plans and a full Monitoring & Evaluation plan (including baselines and means of verification for each indicator) will accompany this logframe in implementation. The above provides a strategic summary. All indicators will be disaggregated by gender and region to ensure an **intersectional analysis** of progress (tracking outcomes for women, youth, different areas, etc.). Progress against these KPIs will be reviewed annually, and the strategy will be adapted as needed based on monitoring findings and contextual changes.

Risk Assessment and Mitigation Matrix

Implementing a strategy in the oPt's volatile context carries significant risks. Taawon has identified key risks that could affect the achievement of our objectives and developed mitigation strategies for each. The following **Risk Matrix** outlines these:

Risk (Potential Event or Condition)	Likelihood	Impact	Mitigation Measures
1. Major Conflict Escalation or Political Crisis: Renewed large-scale violence (e.g. war in Gaza, intifada in West Bank) or political turmoil (collapse of institutions).	High	High	*Mitigation:* Adopt a **conflict contingency plan** – scenario planning for program adjustment during crises. Ensure staff safety and pivot to emergency response (e.g. psychosocial first aid, humanitarian aid) aligning with our mission. Maintain flexible funding arrangements with donors for crisis reprogramming. Build local community networks that can continue activities (informally) if formal work pauses. Emphasize trauma healing and social cohesion in post-crisis recovery. (Also, our Objective 2 early warning systems aim to anticipate and diffuse some tensions.)
2. Funding Shortfalls or Donor Policy Shifts: Key funding not secured or donors withdraw due to changing priorities or political conditions (e.g. certain bilateral donors curtailing funds to oPt).	Medium	High	*Mitigation:* Execute our **Resource Mobilization Strategy** under Objective 3 to diversify funding – including engaging non-traditional donors (feminist funds, private sector, crowd-funding). Build a reserve fund for short-term cushioning. Keep donors informed with transparent results to maintain confidence. Align proposals with donor interests (see Donor Alignment table) to stay relevant. If one donor exits, pivot efforts to alternative sources (e.g. EU or UN emergency funds if US funds drop, etc.). Additionally, advocate collectively (with other NGOs) to donors on the importance of continued funding for Palestinian civil society.
3. Restrictive Political or Legal Environment: Authorities (Israeli or Palestinian) impose restrictions that hinder activities – e.g. tighter NGO regulations, movement bans, arrests targeting activists, or designation of partners as "illegal". Also includes digital repression (cyberattacks, surveillance) hampering our work.	Medium	Medium	*Mitigation:* Ensure **legal compliance and proactive engagement** – maintain registration and good standing with PA authorities, communicate our neutral, developmental role to avoid misunderstandings. Develop a **protection strategy** for staff and partners: digital security protocols (secure communications, data encryption) to mitigate surveillance, and safety training. If movement is restricted, employ remote modalities (online trainings, local facilitators) to continue work. Build support with international agencies that can advocate on our behalf if needed. Keep a low profile on sensitive work while still advancing objectives (e.g. frame activities in culturally acceptable ways). In extreme cases, prepare to relocate some operations or use third-party intermediaries to deliver activities.

Risk (Potential Event or Condition)	Likelihood	Impact	Mitigation Measures
4. Community Resistance to Program Themes: Backlash or low buy-in from local communities or leaders towards certain topics – for example, conservative pushback against feminist leadership or opposition to discussing human rights (misperceived as political). Cultural norms might challenge women's or youth's new roles, or there may be skepticism of "Western-funded" initiatives.	Medium	Medium	*Mitigation:* Implement a **stakeholder engagement plan**: involve respected community figures (elders, religious leaders) early to gain support, frame initiatives in terms of shared values (e.g. Islamic and Christian teachings on peace and justice) to resonate culturally. Highlight local success stories to show benefit. Use **male allies and youth champions** to advocate for women's and youth inclusion (reducing the perception of threat to tradition). Gradually introduce sensitive topics (e.g. start with broader civil peace concept, then link to gender equality). Provide spaces for community feedback and adapt approaches to local context. Also, leverage our long-standing local presence – trust built over years can overcome initial resistance.
5. Implementation Capacity Gaps: Risk that Taawon or partners may struggle to implement the ambitious plan – due to staff burnout, difficulty retaining qualified personnel (especially if competing salaries from international agencies), or challenges in coordination among many partners and across regions (Gaza-West Bank split).	Medium	Medium	*Mitigation:* Under Objective 3, prioritize **organizational capacity building and staff care**. Invest in training, offer competitive benefits where possible, and foster a positive work environment to retain talent. Develop clear coordination mechanisms (regular partner meetings, joint planning platforms) to manage partnerships efficiently. Possibly phase implementation to avoid overload – focusing on building capacity in year 1 before scaling activities. Utilize a robust M&E system to identify early where targets lag and allocate additional support. Consider recruiting a diverse talent pool including diaspora or regional experts for specialized needs. By strengthening internal management and not overextending beyond means, Taawon can mitigate capacity risks.
6. Monitoring and Results Attribution Challenges: Difficulties in measuring impact or attributing it to our interventions, given the complex environment and concurrent factors. This is a risk to demonstrating success to donors and stakeholders.	Medium	Low	*Mitigation:* Design a **strong M&E framework** from the start (as outlined in our logframe), including baseline studies and mixed-methods evaluation. Use outcome harvesting and stories of change to capture qualitative impact that numbers might miss. Maintain frequent data collection and adapt indicators if needed. Communicate candidly with donors about challenges in attribution and focus on contribution. Possibly engage third-party evaluators for objectivity. By showing incremental changes and credible data, we manage expectations and prove our approach is working even amidst complexity.

In summary, while the operating context for this Strategic Plan is high-risk, Taawon is proactive in **risk management**. We combine preparedness (scenario plans, flexible design) with resilience-building (financial and institutional), and leverage our deep community relationships to navigate challenges. Regular risk reviews will be conducted (e.g. every 6 months) to update this matrix and ensure emerging risks are addressed. Our approach to risk is rooted in the conflict-sensitive principle of "do no harm" – constantly analyzing how our work intersects with the context and adjusting to avoid unintended negative effects.

Donor Alignment and Partnership Opportunities

This strategy has been crafted with an eye toward synergy with the priorities of a broad range of donors and international partners. The table below maps how Taawon's focus areas and objectives align with what specific donors and partner organizations are seeking to support. This **Donor Alignment Table** will guide our fundraising and partnership development, ensuring that our proposals resonate with donor agendas while remaining true to our mission. It also demonstrates the versatility and relevance of our work to various funding streams – from development and humanitarian aid to gender equality and youth initiatives.

Donor / Partner	Alignment with Taawon 2024–2026 Strategy
UNDP (United Nations Development Programme)	*Priorities:* Governance reform, resilience, SDG integration. **Alignment:** Taawon's Objective 2 (good governance, institutional capacity) directly complements UNDP's work on strengthening Palestinian institutions and social cohesion. Our focus on active citizenship and local governance accountability provides grassroots depth to UNDP's high-level programmes. Additionally, Objective 3's emphasis on partnerships and sustainable development aligns with UNDP's mandate to foster local ownership and sustainability. We can partner on initiatives like community resilience, youth employment tied to peacebuilding (SDG 16, 11).
UNICEF (United Nations Children's Fund)	*Priorities:* Children and adolescents' well-being, education, protection, mental health. **Alignment:** Our strong youth empowerment component (Objectives 1 & 2) and mental health integration are a natural fit with UNICEF's focus on child protection and psychosocial support. For example, Taawon's peace education in schools and psychosocial dialogues aligns with UNICEF's **Learning and MHPSS** programs (critical as "almost all of Gaza's children need MHPSS"). UNICEF could support our youth clubs, digital safety training for teens, or community violence prevention initiatives as part of its Adolescent Development portfolio.
UN Women	*Priorities:* Gender equality, women's leadership, ending GBV, WPS agenda. **Alignment:** Feminist leadership is at the heart of our strategy. Objective 2's gender mainstreaming in governance and Objective 1's women mediators directly advance UNSCR 1325 goals and UN Women's Palestine Country Office aims. Taawon's work to increase women in decision-making (from 11.7% upwards) and to protect women and girls from violence addresses UN Women's key indicators. Partnership opportunities include joint programs on Women, Peace and Security (e.g. training young women peacebuilders, supporting the NAP 1325 implementation) and engaging men for gender equality within peacebuilding.

Donor / Partner	Alignment with Taawon 2024–2026 Strategy
UNFPA (United Nations Population Fund)	*Priorities:* Youth empowerment, gender-based violence, reproductive health, humanitarian response (including MHPSS). **Alignment:** UNFPA's interest in **young people as agents of change** and GBV prevention dovetails with our strategy's youth leadership and feminist approach. Our inclusion of mental health and psychosocial support, particularly for youth in conflict, aligns with UNFPA's emphasis on MHPSS for young populations and women (as seen in UNFPA's post-conflict assessments). Taawon can collaborate with UNFPA on programs like life skills for youth, engaging youth in community awareness on GBV and human rights, or male youth champions against violence. In humanitarian settings, we complement UNFPA by providing the conflict resolution angle to their women/youth safe spaces.
European Union and ECHO (European Commission Humanitarian Aid)	*Priorities:* Human rights, civil society support, governance, humanitarian aid (ECHO), and recently, digital rights and justice. **Alignment:** The EU has consistently funded projects in oPt on rule of law, civic engagement, and women/youth empowerment. Our Objective 2 (good governance, active citizenship) matches the EU's civil society strengthening programs, aiming to increase accountability and human rights – which the EU often supports through its instruments (e.g. EU Peacebuilding Initiative, CSO support). Furthermore, our digital rights advocacy and training resonate with the EU's interest in digital freedoms (e.g. EU reports on surveillance in EJ). We could seek EU funding for initiatives like social accountability in municipalities, human rights education, or protection of civic space (synergy with EU commitments to protect HRDs). For ECHO (the humanitarian arm), our work on mental health and community resilience in Gaza and vulnerable areas aligns with humanitarian protection priorities – for example, community-based psychosocial support or violence prevention, which help stabilize communities amidst crisis.
Scandinavian Donors (e.g. SIDA/Sweden, Norway, Denmark)	*Priorities:* Peace and conflict resolution, **feminist foreign policy** (Sweden pioneered this), human rights and democracy, humanitarian support. **Alignment:** Scandinavian donors are highly aligned with an intersectional, feminist, rights-based approach. They value innovative peacebuilding and civil society empowerment. Taawon's strategy – particularly the emphasis on feminist leadership, youth inclusion, and conflict transformation – is a strong match. For instance, Sweden's previous feminist policy and Norway's support to the peace process mean they are likely interested in funding women's peace initiatives and dialogue projects. We can pitch projects like women-led community peace committees or youth dialogues between divided communities to these donors. Additionally, our logframe's integration of SDGs and local ownership appeals to their systems thinking.
USAID (United States Agency for	*Priorities:* Democracy and governance, economic growth (including youth employment), water/infrastructure, and peacebuilding under initiatives like CMM (Conflict Management and

Donor / Partner	Alignment with Taawon 2024–2026 Strategy
International Development)	Mitigation). **Alignment:** USAID already supported the development of this plan (via CPCE project), evidencing alignment. Objective 2's governance and Objective 3's capacity building correspond to USAID's democracy and civil society programs. Moreover, our focus on youth skills and civic engagement could tie into USAID youth entrepreneurship or civic participation projects. USAID's Conflict Mitigation funds often back people-to-people peacebuilding – our cross-community dialogues and joint training for diverse groups fit well. We can also frame parts of our work (like digital safety or community reconciliation) as contributing to stability and countering extremist influences, themes USAID prioritizes. The rights-based stance may need framing in terms of "democratic values" for USAID, but fundamentally, our objectives match their interest in a more stable, self-reliant Palestinian society.
Feminist Funds and Foundations (e.g. Global Fund for Women, UAF, Ford Foundation, Open Society Foundations)	*Priorities:* Grassroots women's rights movements, intersectional justice, freedom of expression, innovation in human rights. **Alignment:** Our feminist, intersectional approach is directly appealing to **feminist philanthropies**. For instance, Global Fund for Women or UAF might support our women-led peace initiatives and protection for women human rights defenders. Our plan's focus on digital safety for activists and women aligns with OSF's and Ford Foundation's programs on digital rights and civic space. We can seek funding for capacity-building of young women leaders, rapid response grants for community mediation (led by women or youth), or advocacy on issues like family violence or digital privacy. These funders also appreciate our emphasis on mental health and trauma healing from a rights perspective, as it's innovative in conflict work. We will highlight how investing in Palestinian women and youth yields transformative change – a narrative they value.
Private Sector and Corporate Foundations (e.g. Bank of Palestine Foundation, Google.org, Cisco Foundation)	*Priorities:* Corporate social responsibility, tech for good, youth skills, community development. **Alignment:** Parts of our strategy can attract private sector support, especially in the tech realm (digital literacy and safety) and entrepreneurship for youth. For example, a tech company's foundation might fund our digital safety trainings or development of apps for early warning of conflict or psychosocial support. Local private sector (like Bank of Palestine) often funds education and youth projects – our peace education and volunteerism initiatives could appeal to their community development goals. By pitching the long-term economic benefits of peace and stable society (and youth prepared as constructive citizens), we make a case for corporate investment. We will also explore partnerships with ICT firms to provide in-kind support (software, connectivity) for our digital initiatives, aligning mutual interests.
International NGOs (Oxfam, CARE, Plan	*Priorities:* Vary by organization but generally include women's empowerment (Oxfam, CARE), youth and child rights (Plan), resilience and humanitarian response, governance (ActionAid – social justice).

Donor / Partner	Alignment with Taawon 2024–2026 Strategy
International, ActionAid, etc.)	**Alignment:** Taawon can be a valuable **local implementing partner** or co-applicant with these INGOs given our local expertise and their resources. For instance, Oxfam and CARE have gender justice programs – our feminist peacebuilding can integrate with their economic empowerment or GBV projects to add a conflict resolution lens. Plan International or Save the Children focus on youth and child protection – we can join in to bring psychosocial peace education to their programs. ActionAid supports youth civic action and holds authorities accountable (its "Activista" networks) – directly aligned with our Objective 2. By aligning objectives, we position to either receive sub-grants or form consortia for larger grants (e.g. EU calls) with these INGOs. Our plan's outcomes (like improved community cohesion, empowered youth/women) help deliver their missions, so partnerships are win-win. Additionally, our presence across oPt (including Gaza) and cultural know-how makes us an attractive partner for INGOs needing local reach.

Note: The above alignment focuses on programmatic synergy. In approaching each donor or partner, Taawon will tailor specific proposals highlighting the most relevant aspect of our strategy:

- For instance, a proposal to **UNFPA/UNICEF** might stress mental health, youth engagement, and GBV prevention (Objectives 1 & 2 outcomes).

- A proposal to **UN Women or feminist funds** will emphasize women's leadership, WPS outcomes, and feminist movement-building (Objectives 1 & 2 with gender focus).

- An application to **democratic governance donors (EU, USAID, Scandinavians)** will focus on active citizenship, governance reforms, and civil peace (Objective 2 primarily, plus Objective 1 as prevention).

- A concept for **humanitarian or resilience funding** (ECHO, Norway, etc.) would highlight community psychosocial support, conflict mitigation in fragile contexts, and rapid response capabilities (Objective 1 trauma healing, Objective 2 early warning, Objective 3 partnerships for emergency).

Taawon's role as a **leading policy actor** is also a selling point – donors know that through partnering with us, their support not only implements projects but also contributes to systemic change and advocacy in Palestine. We will maintain open communication with all these actors, share our Strategic Plan widely, and seek alignment with their country strategies (many of which emphasize exactly the themes we cover: youth, gender, peace, rights).

Finally, our commitment to **transparency and results** (via the logframe and regular reporting) will reassure donors of effective use of funds. Many of the donors listed are already familiar with Taawon's work; through this strategy, we aim to elevate those relationships into long-term strategic partnerships that extend beyond funding into true collaboration for the development of Palestine.

Conclusion

Taawon's Strategic Plan 2024–2026 sets forth an ambitious yet achievable roadmap for advancing peace, equality, and resilience in the occupied Palestinian territory. Through its intersectional feminist and rights-based lens, the plan addresses the complex layers of conflict in our society – from changing individual attitudes to reforming institutions – while ensuring that those most affected (women, youth, and marginalized groups) are at the forefront of driving solutions.

This document serves not only as an internal guide for Taawon's growth and programmatic focus, but also as a **call to action for partners and donors** to join us in this mission. By aligning with global best practices and national priorities, we ensure that our efforts complement the wider struggle for Palestinian self-determination, social justice, and fulfillment of human rights. Each section of this plan – whether it be the strategic objectives, the theory of change, or the risk matrix – reflects our deep commitment to learning, adaptation, and impact.

In the coming three years, we envision Taawon growing into a central pillar of the peace and development ecosystem in Palestine: an organization that not only implements projects, but shapes narratives, influences policy, and builds bridges between local communities and international support. The challenges ahead are undeniably great; however, with a clear strategy, dedicated team, and strong alliances, **we are confident that Taawon can catalyze meaningful change, transforming conflict into an opportunity for growth and unity**.

We extend our gratitude to all stakeholders – community members, staff, partners, and donors – who have contributed to the formulation of this plan and who will be integral to its execution. Together, in cooperation (ta'awon) and solidarity, we will strive towards our vision of a peaceful, just, and vibrant Palestinian society, laying the groundwork in 2024–2026 for what we hope will be a brighter future for generations to come.

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