

## Country Programme Plan The Palestinian Territory

### **I. ANALYSIS**

#### **1.0 Country Context Analysis**

##### **1.1 Brief overview**

The political and humanitarian situation in Israel and the Palestinian territory has seriously deteriorated during the last years. Israel's 40-year occupation of the West Bank, East Jerusalem and the Gaza Strip, continued expansion of existing settlements, and violent military incursions create growing frustrations and anger and impede the quest to find a peaceful solution to the conflict.

The victory of Hamas in the 2006 elections resulted in sanctions and boycott by the international community and withholding of taxes collected by Israeli authorities. This resulted in a major loss of income for the Hamas government and led to political crisis. Public sector employees were not paid their salaries and vital public services were unable to operate. The political crisis culminated in fierce internal fighting between Hamas and Fatah in Gaza and areas of the West Bank.

A Saudi-brokered Agreement in Mecca in February 2007 resulted in the formation of a unity government consisting of Hamas, Fatah and independents. Norway was the first country recognized the unity government. Israel denounced the unity government. The Quartet (UN, Russia, EU and USA) hesitated and took a wait-and-see approach. The political crisis remained unresolved as Hamas took control over the Gaza Strip and Fatah over the West Bank. The latest political development has seen a renewed engagement of especially the US and the Arab countries led by Saudi Arabia.

The Israeli-Palestinian conflict impacts the whole Middle East region. The Palestinian refugee problem remains an obstacle to peace. Around 4.3 mill Palestinian refugees were registered in 2005 with one-third living in 59 camps in Jordan, Lebanon, Syria and the West Bank and the Gaza Strip.

Around 2,5 million Palestinians live in the West Bank and 1,5 mill in the Gaza Strip. The occupation, combined with protracted political and economic crises, has resulted in a steady decline in living standards. A humanitarian crisis is facing thousands of vulnerable families in the Gaza Strip that are running out of coping mechanisms. In 2006 the GDP dropped by 6.6 per cent. A Temporary International Mechanism (TIM)<sup>1</sup> channeling funds outside the Palestinian Authority has contributed to keep essential health care services operating. World Food program reports that 46 per cent of the West Bank population and 80 per cent of the population in the Gaza Strip are affected by poverty. Unemployment is mounting with report of 18.6 per cent unemployment in the West Bank and 36 per cent in the Gaza Strip<sup>2</sup>.

Christians in Palestine are facing hardship as well. An increasing number of Christians move abroad pursuing a more stable and prosperous life. The Christian presence in the Palestinian territories is now down to less than 2 per cent of the population.

NCA has through its international and local ecumenical networks a long history and accumulated experience in working in the occupied Palestinian territories and Israel.

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<sup>1</sup> Abbreviations see page 31

<sup>2</sup> PCBS 2006, World Bank Report March 2007

Cooperation has been developed over many years with church-based partner organizations that are important civil society actors playing a constructive and moderating role in the conflict areas as well as serving the needs of their constituencies.

## **1.2 Participation**

The Israeli occupation is hampering all parts of every-day life in Palestine. The closure policy of the Israeli occupation denies the Palestinians the rights to freedom of movement. This limits access to basic and higher education, health services, to the labour markets and limits people's opportunities to participate in associations and activities arranged by the civil society. The closure policy denies access for Palestinians the right to worship in Jerusalem.

All Palestinians above the age of 18 can participate in elections for the Palestinian Legislative Council, Presidential elections and local councils. A 20 per cent quota of women has been introduced during the last elections for PLC and local councils and secured a minimum women representation. However, there is lack of women representation in the leadership of political parties.

The male dominance in public life is reflected in conflict resolution and lack of consultation of women in peace processes contrary to the requirements of the UNSC Resolution 1325. Few women are represented in political leadership and few are represented among religious leaders.

In addition to the institutional barriers, there are also social barriers to women's equal participation and representation in public institutions. Due to women's traditional role in the family and in the home, many women have little experience participating in public life and lack self-confidence. To overcome the challenges there is a need to provide education for girls and work for the empowerment of women. Women are in need of access to information and training. There is also a need for working with changing attitudes of men.

## **1.3 Equity**

UN has identified Israel's closure policy as the primary cause of poverty and humanitarian crisis in the occupied Palestinian territories<sup>3</sup>. It restricts Palestinian access to health services, education, labor markets and social and religious networks. The barriers and roadblocks create difficulties for teachers and children to access schools and uphold education. Trade and tourism are seriously hampered by the restrictions on movements of people and goods.

Israeli authorities are discriminating Palestinians in Jerusalem through a complex bureaucracy that are unable to provide Palestinians with equal right to identification papers, registration of marriages and births, building permissions and registration of residency in Jerusalem. Human rights activists claim that the civil administration creates obstacles in the way for Palestinians to have equal rights.

In Palestine, the self-rule authorities have been unable to establish accountable institutions and nepotism and corruption is a serious obstacle to people's equality, rights to associate and to express their opinion. Few media institutions are independent and journalists have been attacked for criticizing public decision-makers and politicians.

Women are discriminated against in the family law and even when the legal framework secure women the right to divorce or inheritance, tradition provides women with less

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<sup>3</sup> OCHA, Dec. 2005

rights than men. Early marriage is forbidden but the tradition is still common and in the current situation of increasing poverty and hardship, poor families marry off their daughters.

Bedouins in Israel and Palestine are a marginalized group. They are denied right to land and forced out of their traditional areas with the consequence that many are living in inadequate temporary housing, health services are poor and poverty widespread as they lose their traditional means of livelihood.

#### **1.4 Protection**

The civilian population in Palestine is in need of protection. Incursions and military attacks in civilian neighborhoods with excessive use of force continue to hit hard the civilian population. Israeli human rights organizations have documented that a disproportionate number of Palestinian civilians are killed and wounded in the conflict. The Israeli human rights organization B'Tzselem have argued that although the Israeli government must act to defend its civilians from Palestinian attacks, the Israeli government cannot compensate for its failure to protect its residents by intentionally inflicting suffering on the Palestinians.

People are interrogated, often harassed and sometimes detained based on suspicions. Situations have occurred when human shields have been used by the IDF when entering homes. Around 9000 Palestinians, one third of the members of the PLC, are presently in prison. Many are detained without charge or trial. Both in Israeli and Palestinian prisons, physical and mental torture are being used.

Harassment and humiliation occur daily at checkpoints and roadblocks. Freedom of movement is in some areas severely limited with severe consequences for elderly, pregnant women and persons seeking health care. Ambulances are delayed.

The Israeli settlers in the West Bank and East Jerusalem represent a threat to the Palestinians. Settler violence continues and spreads fear and insecurity in the villages close to settlements. Farmers are attacked when tending their land and children harassed on their way to school. Incidents of killings occasionally occur. Israeli authorities are only occasionally prosecuting settler crimes.

Palestinian women are in this situation vulnerable. Men are unable to provide women with protection and many women have to take up a role as bread-winners of their families. Domestic violence and sexual harassment and rape are gender-based crimes on the increase as rule of law is lacking. Patriarchal traditions are still defining and limiting women's opportunities and define their role in society as within the private sphere. Women however, are not protected by tradition in a context of conflict, poverty and lack of rule of law. Women have no other option than to take on traditionally male roles as the men fail to provide and protect women and children. Patriarchal traditions prevent women from participating equally in society and favors men and men's rights. Harmful traditions like Female Genital Mutilation are still an issue in Egypt and among some ethnic groups of other Middle Eastern countries.

#### **1.5 Role of Civil Society and NCA Partners**

##### **1.5.1 Role of Civil Society**

In the absence of state institutions in Palestine, a relatively strong civil society has developed. There is a large number of local civil society organizations of different kinds in the Palestinian areas. Also in Israel, there are many civil society organizations, some of whom are working with relation to the rights and situation of the Palestinians in the occupied territories.

There is space for organizations to operate but there have been attempts by the Palestinian authority to regulate the sector. Some civil society organizations have opposed regulation and argued that regulations are rather planned as control. Activities are hampered and made difficult to arrange because of the limitation on movement after the erection of the wall and barriers in the West Bank. There is little opportunities for Palestinian and Israeli organizations to meet as Israelis are denied by Israel to enter Palestinian self-rule areas and Palestinians are denied permission to enter Israel.

In Palestine there are churches and church related organizations as well as faith based organizations including Christian, Muslim and Jewish. Other organizations are considering themselves as secular organizations. We find the traditional churches and church related organizations to a great extent focus on providing social services to vulnerable people in the absence of effective governmental institutions. Some Christian and secular organizations focus to a greater extent on human rights, peace and advocacy activities.

Many organizations in the civil society in Palestine are established by, affiliated to or closely related to political parties. This is a challenge in the work to establish an independent civil society. Some organizations are accused of favoring persons with the same political sympathies but this is also a challenge with regard to family ties. Corruption and nepotism is also a challenge in the civil society sector.

The difficulty in establishing united and joint actions make the civil society weaker than it potentially could be considering the number of organizations and ability of communities to organize.

### **1.5.2 Role of NCA partners in Civil Society**

NCA's church partners have a long history of working with Palestinian refugees and providing educational and health services to the population at large, both Christians and Muslims. They run schools, vocational training centers, hospitals and health clinics in East-Jerusalem, West Bank and Gaza Strip. These institutions contribute to the development of Palestinian society and ensure greater access to essential services in a time when Palestinian institutions are failing to meet the needs.

Local churches play an important role as bridge-builders between different groups in society promoting democracy, moderation and co-existence. In the present political situation where the level of conflict is high and the extremist groups are gaining ground, it is important to support these moderate groups. The cooperation with and support to local churches and ecumenical organizations is also crucial in maintaining the Christian presence in the region. They represent NCA's core partners.

Since 2003 NCA has enlarged its scope of work and established new partnerships. These are both secular and faith-based organizations with specific competence in areas such as conflict management and peace building, advocacy and human rights, gender issues and psychosocial assistance. Some of them are Israeli organizations working for an end to the Israeli occupation through peaceful means. Some have both Palestinians and Israeli members working to influence the public in both societies promoting the values of non-violence, tolerance and reconciliation.

NCA supports Palestinian and Israeli women organizations that are working to empower women and encourage women's participation in the struggle for peace and human rights. One of the organizations is particularly addressing the issue of gender based violence.

## **2.0 NCA's Added Value**

Over the long period of support and contact NCA has developed good relations with partner organisations and accumulated experience. The cooperation with church-based organisations and the variety of secular organizations provides NCA with good insight into the concerns and developments in the area.

For the last three years NCA has strengthened the efforts. This is a result of growing demands from European sister organisations as well as from our own constituency to give a higher priority to the Israeli-Palestinian conflict. The programme is currently around NOK 12 million with regards to funds. The presence in Jerusalem and office with Jerusalem Inter-Church Center (JIC) and WCC Ecumenical Accompaniment Programme (EAPPI) provides NCA with good conditions for developing existing and new partnerships. The physical closeness to the partners and the field provides a better opportunity to contribute to strengthening and assisting the partners' programmes as well as their organizations.

NCA is part of a large network of sister-organizations in the region with regular meetings for strategic discussions and co-ordination. With the recent establishment of ACT Development this cooperation will be further developed and strengthened. Through ACT International, NCA has a tradition of contributing to effective and efficient response to emergencies. The ecumenical network APRODEV gives our partners a voice in Europe as WCC is doing on global level, advocating for a just peace. The Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) is a concrete example of joint action by churches worldwide, in which also NCA has a great involvement.

The good relationship with the Norwegian Representative Office, MFA and NORAD gives NCA an opportunity to more effectively raise the concerns of our partners with Norwegian authorities. NCA's mandate gives the organization a voice at home and NCA is actively involved in order to raise awareness of the conflicts in the Middle East as well as to influence Norwegian policy. Norwegian participants in EAPPI also contribute to this.

NCA use a holistic approach aiming at strengthening civil society through empowerment and competence building with a long-term development perspective. Through close cooperation with the NCA office in Amman NCA can provide support on gender and financial management. Other core competencies within the organization are thematic focus on communication skills, rights-based approach to development and environment in addition to the thematic focus areas. Personnel resources can be accessed through the Norwegian Peace Corpse (FK-Norway). The frequent crises and deteriorating humanitarian situation call for recurrent emergency assistance. Due to long experience and strong human resource roster NCA can provide assistance in developing emergency preparedness and together with partners and the network act timely and effectively on emergencies.

## **II. NCA INTERVENTION STRATEGY**

### **3.0 Thematic Analysis and Priorities**

#### **3.1 Specific Rights to be addressed by the Programme**

A number of violations of basic rights are documented in the analysis of participation, equity and protection in chapter 1. NCA does not have the capacity to work effectively with all violations. We have therefore identified the following rights claims as priorities for NCA's work in Israel and Palestine during this plan period. While we make evident that each right is supported by normative rights frameworks such as international human

rights conventions, and that some are backed up by United Nations Millennium Development Goals, NCA's starting point is people's own lived experiences of poverty and exclusion, an understanding that these rights reflect real felt needs.

### **Equity through Economic, Social, Cultural Rights**

There is limited and restricted access to health and education services due to Israeli restrictions on movement. Right to self-determination and equal access to resources and services is denied. (ICESR, ICCPR, CEDAW)

### **Men and Women Address Gender Based Violence**

There is high level of political violence and increase in domestic violence and occurrence of honour killing. There is lack of protection violating women's right to life, integrity and security, including elimination of harmful traditional practices and emerging unprecedented criminal acts (CEDAW, UNSC Resolution 1325).

### **Religions for Conflict Transformation and Peace Building**

There is lack of protection and security. There are violation like detention without charge or trial, imprisonment, and excessive use of force by military forces. There is lack of rule of law internally within Palestine. There is violation of right to self-determination, life, liberty and security and right to freedom of movement and worship. (ICCPR Art. 1,6, 7, 9, 10, 12 and other).

## **3.2 Thematic focus**

The overall vision for NCA's program in the Palestinian territory is to promote human dignity for oppressed and excluded people, by supporting partners and programs that contribute to increased participation, equity and protection. NCA's program in the will therefore have the following thematic focus areas.

### **3.2.1 Equity through Economic, Social, Cultural Rights**

NCA will together with ecumenical sister organizations address the economic and social inequality created by the Israeli occupation and lack of functioning Palestinian local and national authorities. NCA want to promote moderate and democratic forces through our core-partner organizations that are providing educational and health services. The Christian institutions serve with the values of solidarity and inclusiveness as they operate in a dominant Muslim society. Their work contributes to promoting inclusive and tolerant attitudes. The Middle East has historically been the centre of three faiths and local communities have been pluralistic with different ethnic groups living side by side.

Currently, conservative Muslim forces gain ground as part of a regional trend of Islamic political movements forming oppositions and challenging more secular regimes in the Middle East.

The Palestinian governmental institutions are fragile and in the recent political crisis law enforcement has for period of time collapsed and lack of security paralysis Palestinian social life. However, core partners cooperate closely with local council and functioning governmental ministries to ensure that they are accountable and providing the relevant services as duty-bearers.

#### **a) Right to education**

Faced with unemployment and economic hardship in the deteriorating humanitarian situation in the West Bank and the Gaza Strip, parents are unable to pay school fees and school materials for their children.

NCA will continue supporting core partners in providing quality education for both Christians and Muslims. The Lutheran schools have long experience developing a holistic,

child-centered approach with a strong focus on cultural activities. Through the vocational training centers in the West Bank and the Gaza Strip NCA support professional education of youth including strategies for employment after graduating. Specific measures are taken to include girls and keep them in schools till they have graduated. Awareness raising programs including life skills adds to the professional training component.

NCA believes that our partner organizations contributes through education to tolerance, respect and dialogue is an invaluable asset in a society marred by violence and conflict.

**b) Right to health**

The health sector is also affected by the deteriorating humanitarian and political situation. NCA partner organizations have long experience in providing health services to marginalized and excluded Palestinians. Israeli Physicians for Human Rights have documented the devastating effects of the closure policy on access to health services. The situation is particular serious for the chronic ill and patients required to travel regularly to health clinics and hospitals for treatment.

NCA will continue supporting medical services provided through Augusta Victoria Hospital, as well as the Episcopal Hospital Ali Arab and mother and child clinics in the Gaza Strip.

**c) Freedom of movement – access to services**

The establishment of physical barriers has made it extremely difficult to access community services. Teachers and students depend in many areas on permits to access school and much time is spent on moving through checkpoints or finding alternative travel routes.

Health workers experience the same barriers when travel to work and sick people suffer from not being able to reach medical care in time. From 2000 to 2006 sixty nine women are recorded giving birth at Israeli checkpoints. Thirty five newborn babies have died as a consequence of the mother not receiving access to urgent care. Five women lost their lives while giving birth on checkpoints or barriers.<sup>4</sup>

As a consequence NCA will support measures for people to access the schools and medical services. LWF advocate the Israeli authorities for easier access of staff, students and patients. They have arranged a transportation system to secure access to the hospital from the West Bank and Gaza Strip. In the VTC programme there are planned measures to specifically assist female students in overcoming the obstacles they meet caused by the closure policy.

Through the continued support of the accompaniers of the EAPPI programme NCA will contribute to ease the daily crossing of checkpoints for pupils to reach schools in Jerusalem, Bethlehem and Hebron.

**d) Youth and culture**

Core partners have developed sports and culture activities for youth. Positive leisure activities for young people are important during periods of armed conflict and political instability. Culture and sports can provide outlets for anger and frustration as well as strengthening self-esteem, identity. It can potentially build positive attitudes and capacity to handle difficult situations. Throughout 2008-09 NCA will explore the possibilities of a stronger support to youth focusing on culture and sport combined with

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<sup>4</sup> Human Rights Council 4, Advance Edited Version, 23 February 2007

life-skills. Components which will be considered included are gender sensitivity, understanding the other, and conflict management and negotiation skills.

### **3.2.3 Men and Women Address Gender-Based Violence**

NCA will address gender based violence as part of fulfilling UNSC Resolution 1325. The Palestinian society is based on patriarchal norms, with men as traditional decision-makers both in the public and private sphere. The increase in political violence both from the Israeli occupying force and by the internal political conflict within Palestine has an impact also on private life. Frustration and hopelessness transfer into aggressive acts and domestic violence. Gender-based violence takes place in domestic as well as public spheres. Political violence in the public sphere is more present in conflict areas and the increase of sexual harassment and abuse often become elements of the conflict.

Domestic violence is regarded as a strictly private matter while violence related to maintaining the honour of the family can be perceived as both private and public since honour is also very much subject to judgment and pressure from the local community. Domestic and political violence are interlinked as it is evident that violence against women increases during conflict situations.

#### **a) The right to security and protection**

The excessive use of force on the hand of the Israeli army as well as the internal political crisis has tremendous impact on the Palestinian communities and families. The occupation has an impact on everyday life and seems to contribute to cementing a culture of violence. House demolitions and settler violence specifically affect women since they bear the major responsibility for their homes and the children.

NCA will address political violence by supporting organizations that mobilize peacefully against house demolitions and the displacement of people. Strategies to address duty-bearers will imply documenting violations, informing and lobbying the international society to pressure for an end to violations as well as to raise cases in the judicial system.

#### **b) Open up space for debate and for acknowledgement of negative impacts**

A part of Palestinian society is conservative and traditional with regards to women's role in society. Women are in some areas and families considered to be the property of the man and have limited rights to influence choice of education, employment or marriage. A family's honour is often connected to the bodies of the female family members. The male members of the family are responsible for maintaining the honour, which might lead to what is referred to as honour killings. The issue of gender based violence is linked to taboos and considered as private. There is a need to address these taboos and open up space for debate.

NCA will therefore support organizations and institutions addressing the role and obligations of duty-bearers in securing the rights of women. These duty-bearers are local and national governmental authorities, relevant service providers like health personnel, law enforcement institutions, teachers as well as men and women in local communities. The strategy will involve raising awareness of stakeholders at all levels, to open the space for public debate using media, campaigns and workshops. Training of service-providers on relevant issues like women's rights, effects and impacts of violence will be part of the strategy.

NCA will aim at raising the issue of gender-based violence among its core partners, including the church partners. This will be done through awareness raising and dialogue with partners, involving resource organizations like PWSD and mobilizing religious women's networks.

**c) Laws and law enforcement and equality for women**

The legislation and laws do not deal seriously with family honour killings. It is usual that perpetrators get three to six months in prison for killing a female family member. It occurs that women are found dead under "unknown circumstances" and the deaths are seldom reported or properly investigated by the police.

The program will support legal aid and counseling for Palestinian women who encounter psychological, verbal, physical or sexual violence and abuse. The wider aim is to promote and strengthen the development of a social, political and legal order in which human rights are respected and women's rights are protected in the family and in society in general. Concrete activities comprise free legal advice and representation of clients who do not have the financial means to hire a lawyer. It will include mediating and settling disputes through alternative means and methods in cases where the law does not provide the basis for a solution. The latter would include encounters with religious and traditional leaders who often mediate in family conflicts. The program will include providing shelters for women who have been exposed to or is in danger of being exposed to physical violence may be considered.

NCA will support advocacy activities to endure that law are protecting women. Monitoring and keeping a critical eye upon the implementation of the laws and the law enforcement institutions will be crucial for improving the security for women.

**d) Restoring the dignity and integrity towards empowerment**

Violence against women results in loss of self esteem and confidence. Women who have been abused often become isolated as they take on the blame and shame. These women tend to lose control over their life. Support is needed to empower women who have been victims of violence. They will be assisted through supporting services like individual and family counseling and the establishment of women's networks, open lines, crisis centres and safe houses.

**3.2.4 Religions for Conflict Transformation and Peace Building**

Together with partners and European and global ecumenical networks NCA will support non-violent forces working against the occupation. Documenting injustice and abuse performed by the occupational force will be important part of the programme as it is regarded as a vital tool in advocacy work towards Israel as well as in Norway and Europe.

NCA will support measures to protect the most vulnerable groups like children and women through organisations working for the fulfillment of UNSC Resolution 1325 aiming at involving women on all levels in conflict resolution and peace building.

**a) Right to freedom - end of occupation**

NCA will support initiatives aiming at ending the occupation and find viable solutions. NCA will in cooperation with sister organizations focus its advocacy through three major channels; local religious leaders, APRODEV and WCC. NCA support Jerusalem Inter-Church Center facilitating ecumenical meetings and actions by the Heads of Churches in Jerusalem. A Palestine Israel Forum for Peace (PIEF) is established and a strategy is being established to increase advocacy activities. The EAPPI programme through the WCC is regarded as an important component. With its presence the accompaniers will contribute to valuable documentation of violations and at the same time contribute to providing protection in the areas they operate in. After their service the accompaniers will give Palestinians a voice through advocating for the end of occupation and oppression back in their respective home countries.

NCA will in cooperation with JIC and the EAPPI facilitate delegation visits to show Norwegian visitors the reality on the ground so they can act as advocates on their return.

This is aimed at creating an increased pressure on decision makers in the respective countries and ultimately on Israel.

**b) Right to security and dignity**

The excessive use of force on the hands of the Israeli military hit hard the civilian population. Stagnation in the peace process and the international communities' resistance to Hamas rule as well as the emerging humanitarian crises has all contributed to the internal political crisis. Factional differences spill into family feuds and vice versa and since there is an abundance of weapons, crime is on the rise. Addressing youth will be important providing them with negotiating skills as an alternative to violence. Support to include conflict management and negotiation skills in the Lutheran schools as part of the Vocational Training Programme as well as to provide conflict management training for students' councils will be important efforts. The potential role of sport and culture in conflict management will be further explored during the period (see 3.2.1 c).

House demolitions, confiscation of land and harassment of farmers frequently occur in the occupied Palestinian areas. Although the occupying force according to international law have obligation to protect the civilian population in the area they occupy, the IDF fail to do so.

Similarly Palestinian children living close to Israeli settlements feel insecure on their way to school due to harassment from settlers. NCA will support civil organizations from both Israel and Palestine working to stop the violations through mobilizing people to engage with peaceful means to protect the civilian population. Further engagement from both Israeli peace activists and Palestinians in rebuilding demolished houses and replanting olive trees will create arenas where Israelis and Palestinians can meet, share and act and thus increase mutual understanding. Partners also assist in negotiating access for farmers to attend their land and provide protection during crucial seasonal work. The experience and documentation obtained is used for further lobbying in Israel as well as internationally. Some cases are brought up for legal persecution with positive results creating precedence for similar cases.

Palestinians are being detained and imprisoned by IDF. Israeli soldiers every night enter cities and homes on the West Bank creating fear while in search of "wanted" Palestinians. This regularly developing into clashes with fatal consequences. One in five Palestinians have been in detention or in prison. Physical and psychological harassment and torture is common both in Israeli and Palestinian prisons. NCA will support treatment and rehabilitation of ex-prisoners, detainees and other victims of torture and violence in order to restore the dignity of the persons and reintegration in the local community. Awareness rising of local communities is part of the programme.

**c) Peace building**

According to recent media polls a majority of the Israeli population want peace. The perception of "the other" on both sides is a hindrance to positive encounters and dialogue and as such cementing the mental barriers hindering peace.

As a consequence NCA will support Palestinian and Israeli organizations aiming at creating meeting places for Palestinians and Israelis. It is realized that as long as the occupation is still suppressing the Palestinians, the meetings will not be on equal basis. However, there may be important impact of Israelis meeting Palestinians and learning about life under occupation. This may break down fear and prejudices and contribute to the political discourse and opinion in Israel.

The newly established Palestine Israel Ecumenical Forum (PIEF) will be an important partner for NCA in supporting peace initiatives in the Middle East.

#### **d) Women's right to participation**

Very few women participate in conflict resolution and peace negotiations on national level. Since there are very few women in religious leadership positions the interfaith dialogues are by male participation. UNSC Resolution 1325 reaffirms the important role of women in the prevention and resolution of conflicts and in peace-building. It further stresses the importance of women's equal participation and full involvement in all efforts for the maintenance and promotion of peace and security.

NCA will develop a regional programme addressing UNSC Resolution 1325. As part of this NCA will mobilise and coordinate partners and women networks that are working for the empowerment of women and increased participation and engagement of women in the public sphere.

### **4.0 Strategies for Rights Holders and Duty Bearers**

In NCA's rights based approach, we seek to engage with poor and oppressed male and female citizens. These are people who are entitled to human dignity and basic human rights by virtue of being human. NCA's rights based approach entails a two-pronged strategy. A central component of our strategy is to resource poor and excluded groups as **rights-holders**. By claiming abstract rights as tangible entitlement, poor people improve their lives. At the same time, we recognize that social relations and institutions (both formal and informal) within society can pose serious barriers to participation by poor men and women who try to claim their rights. NCA's Rights Based Approach will also entail the identification of key **duty-bearers** and strategies to engage them to transform these institutional barriers and mechanisms of exclusion. A particular role for NCA and partners will be to facilitate linkages between prioritized rights holders and the most relevant duty bearers.

#### **4.1 Rights Holders**

##### **Children and youth**

Children and youth are rights-holders and will have access to primary education and vocational training, training on conflict management and engagement in organizing of free time activities based on democratic and inclusive principles.

##### **Key strategies:**

- Support to education.
- Support to vocational training.
- Consider supporting sports and culture that aims at strengthening identity and self-esteem, raising awareness and competence on democracy and gender rights.
- Training in conflict management, conflict resolution and negotiation skills.

##### **Women**

Women are rights-holders and will participate in awareness raising campaigns, training, and capacity building focusing on women's empowerment, participation and protection.

##### **Key strategies:**

- Develop a regional program working with the UNSC Resolution 1325 agenda.
- Support empowerment of women through education\training on women rights, management and leadership.
- Support organizational development and networking, with a specific focus on inter-religious networks for peace building.
- Support advocating for gender sensitive laws and regulations and gender quotas in decision-making bodies.

- Awareness-raising and mobilization of religious leaders on the UNSC 1325 agenda.

### **Refugees and displaced persons**

Palestinians refugees and displaced persons living in and outside refugee camps are in need of basic services and have the rights to water and access to health services.

#### **Key strategies:**

- Support provision of basic services.
- Support activities and initiatives to end occupation.

### **Christians**

Christians are also rights-holders since they numerically represent a marginal and vulnerable segment in danger of disappearing from the region. Their presence is important because of their traditional role of representing moderate and democratic forces in a volatile region with strong radical religious waves, and their historic and religious role among the three faiths in the region.

#### **Key strategies:**

- Support the Christian presence during the occupation through support to churches and specialized diaconal ministries of the churches and their democratic initiatives aimed at serving local communities.

### **Bedouins**

Bedouins will be considered to be included in the program as rights-holders. Bedouins living in the occupied Palestinian areas are severely affected by occupation and displacement and is a vulnerable group.

#### **Key strategies:**

- Carry out an assessment for considering including Bedouins in future programs.

## **4.2 Duty Bearers**

### **International society**

The Israeli-Palestinian conflict is part of a regional and international picture with strong international actors playing a powerful political role on regional and local politics. It is believed that the conflict cannot be solved without international engagement. The boycott of the elected Hamas government has worsened the situation throwing the Palestinian area into a crisis over political power and legitimacy. NCA contributes to strengthened advocacy work within the European and global networks.

#### **Key strategies:**

- Arrangement of exposure trips for Norwegians as well as other nationalities and dissemination of practical experiences through the EAPPI.
- Support and participating in ecumenical networks like APRODEV and WCC will be a key strategy promoting enforcement of equality and rule of law.

### **The occupying force – Israel**

The programme aims at influencing the Israeli public who are electing its government that is responsible for the occupation of the Palestinian areas. The programme will support alliances and networks working to end the occupation, and the injustice inflicted upon the people living under military occupation.

**Key strategies:**

- Advocate through awareness raising by exposure trips, cross border practical assistance and dialogue meetings.
- Document and disseminate cases abuse and injustice by the occupying force.
- Support the use of legal framework and legal expertise in promoting cases against abuse by the occupying force.

**The Palestinian authorities**

NCA will strengthen the partner organizations ability to raise their voice to ensure that Palestinian authorities are accountable to the people. This concerns lobbying towards local councils and regional authorities as well as towards the relevant ministries in the central government.

**Key strategies:**

- Support institution building, education and health.
- Build capacity and promote democratic processes and the use of negotiation skills and non-violence.
- Strengthen partner organizations capacity to lobby towards local and national authorities for the right of women and right to adequate education and health services.

**Religious groups**

The program aims at challenging religious groups and their leaders to play a more active role in advocacy. The program will challenge the religious constituencies on gender relations and the involvement of women in peace building activities.

**Key strategies:**

- Support coordination meetings and offer seminars on advocacy and non-violent resistance as well as the importance of gender.

**Churches and church based organizations**

NCA will aim at challenging and supporting churches to play a more active role within civil society and to use their moral authority positively to address issues of gender inequality, gender based violence and HIV/AIDS.

**Key strategies:**

- Support to keeping up and further develop community services.
- Institutional and organizational capacity building.
- Facilitate training and competence building on rights based approach, advocacy, non-violent resistance.
- Support for development key staff to effectively implement programmatic work on gender and promote the involvement of women.

## **5.0 Geographic Focus**

The geographical focus of NCA's work is Israel and the occupied Palestinian territories which includes East Jerusalem, West Bank and the Gaza Strip. Palestinian refugees living in refugee camps in Lebanon and Jordan will be included in the strategy addressing refugees and displaced Palestinian as part of the portfolio of Department of Services for Palestinian Refugees (DSPR). NCA will support Israeli peace and human rights organizations as they are important agents for change in Israel and valuable advocates for peace and reconciliation.

### III. PROGRAMME IMPLEMENTATION

#### 6.0 Program objectives per thematic focus area

#### 6.1 Agenda for Joint Action: Equity through Economic, Social, Cultural Rights for the oppressed

**Overall goal:** Girls and boys/women and men have access to employment and community services like education and health.

<b>1. Specific objective</b> Girls and boys in the project area have access to quality primary education	<b>Indicator</b> - 1200 girls and boys receive education, at least 40% being girls - 95% graduate from the schools	<b>Source of Verification</b> - Reports - Interviews
<b>1.1 Expected result</b> The schools are running and providing quality education	<b>Indicator</b> - Teachers and management are stable	<b>Source of Verification</b> - School records and register - Interviews

<b>2. Specific objective</b> More young girls and boys have accessed employment in the project area	<b>Indicator</b> - More than 60% of the graduates have been employed within 6 months of graduating	<b>Source of Verification</b> - LWF statistics - Interviews
<b>2.1 Expected result</b> Market relevant vocational training provided for girls and boys through long term courses and satellite courses	<b>Indicator</b> - 180 girls and boys receive vocational training in Beit Hanina annually - 90 girls and boys receive vocational training in Ramallah annually - 250 girls and boys trained in Gaza	<b>Source of Verification</b> - School statistics
<b>2.2 Expected result</b> Specific measures are taken to maintain and increase the girls attendance	<b>Indicator</b> - The percentage of girls in the LWF/VTC has increased from 13 to 30% by the year 2009	<b>Source of Verification</b> - School statistics - Interviews
<b>2.3 Expected result</b> Transportation has been subsidised to the most needy	<b>Indicator</b> - Drop out rates are less than 6%	<b>Source of Verification</b> - School statistics

<b>3. Specific objective</b> Women and men from the West Bank and Gaza have access to specialised medical services	<b>Indicator</b> - Around 21 000 specialised treatment sessions conducted for women, children and men per year	<b>Source of Verification</b> - Statistics
<b>3.1 Expected result</b> The Augusta Victoria Hospital is running at full capacity	<b>Indicator</b> - Specialised services provided at Augusta Victoria in Jerusalem	<b>Source of Verification</b> - Hospital statistics
<b>3.2 Expected result</b> The five village health clinics are running efficiently providing services	<b>Indicator</b> - 8-10 000 receive services from the clinics annually	<b>Source of Verification</b> - Hospital statistics and utilisation reports
<b>3.3 Expected result</b> Lobbying for easier access has been carried out	<b>Indicator</b> - Number of actual permits processed by the hospital and then issued by the authorities	<b>Source of Verification</b> - Hospital daily log forms for bus utilisation
<b>3.4 Expected result</b> Transportation services for patients maintained	<b>Indicator</b> - An average of 100 patients and staff are transported from the West Bank to AVH every day	<b>Source of Verification</b> - Hospital daily log forms for bus utilisation

<b>4. Specific objective</b> Women and children receive health services in the project area in Gaza	<b>Indicator</b> - 40 000 women and children receive health or health related services annually	<b>Source of Verification</b> - Statistics at the clinics
<b>4.1 Expected result</b> The three clinics are running at full capacity	Indicator - 40 000 women and children receive health or health related services annually	Source of Verification - Statistics at the clinics - Interviews
<b>5. Specific objective</b> Youth receive positive life skills through freetime activities	<b>Indicator</b> - Freetime activities for youth available in more places	<b>Source of verification</b> - Interviews
<b>5.1 Expected result</b> An assessment carried out mapping the present opportunities and needs for youth	Indicator - Assessment report and recommendations available	Source of verification - Report
<b>5.2 Expected result</b> A targeted strengthened youth programme is in place	Indicator - Programme and plan available	Source of Verification - Programme - Activities

#### Assumptions:

It is assumed that there will be more engagement from international/European actors in the occupied Palestinian areas and that funding for increased focus on culture and sports for Palestinian youth is available.

#### Risks:

There is a risk that internal conflicts will impact on the situation locally and that violence can increase as a result of the conflict between Israel and the Palestinians in the one hand and internal Palestinian political crisis on the other.

The Israeli occupation with the policy of closure limiting people's right to freedom of movement may represent obstacle in the work for providing services as well as monitoring implementation. The mounting humanitarian crisis represents a risk in that people will lose hope and emigration will increase

#### Links between Partners and Program Objectives:

Core Partners	Type of Organisation	Geographic Focus	Intervention
MECC/DSPR	Church related	West Bank, Gaza, Galilee	Community development Vocational training Health Activities for children and youth
LWF	Church related	Jerusalem, West Bank	Vocational training Health
ELCJHL	Church	Jerusalem, West Bank	Education Culture and sports
WCC/JIC/EAPPI	Ecumenical	Jerusalem, West Bank	Documentation\Advocacy
<b>Strategic Alliances</b>			
APRODEV	Ecumenical	Europe	Advocacy

## 6.2 Men and Women Address Gender Based Violence

<b>Overall goal :</b> Women enjoy their basic human rights to security and protection from gender based violence		
<b>1. Specific objective</b> Fewer women have been displaced due to home demolitions	<b>Indicator</b> - Fewer displaced due to home demolitions in East Jerusalem in 2008 and 09	<b>Source of Verification</b> - Statistics ICAHD
<b>1.1 Expected result</b> Physical hindrance of house demolitions have taken place	Indicator - Number of home demolitions reduced in East Jerusalem	Source of Verification - Statistics ICAHD
<b>1.2 Expected result</b> Advocacy and lobbying against house demolitions of Israeli and international society by Palestinian and Israeli organisations has taken place	Indicator - At least ten incidents of violations are properly documented and available - At least five advocacy activities have taken place per year targeting the Israeli and international society	Source of Verification - Reports - Media
<b>1.3 Expected result</b> Advocacy and lobbying through ecumenical networks against violence against women has taken place	Indicator - Participated in APRODEV meetings at least twice per year - The EU has been addressed on the policy of house demolitions at least once per year	Source of Verification - Minutes - Letter/reports
<b>2. Specific objective</b> Domestic violence and honour killings are placed on the agenda and addressed by public authorities and religious leaders	<b>Indicator</b> - Issues of GBV are discussed and debated in open public forums and among religious leaders - Plan of actions for addressing GBV are produced by national authorities	<b>Source of Verification</b> - Media - Reports - Interviews
<b>2.1 Expected result</b> Awareness raising activities and trainings conducted on women's rights and the importance of combating violence against women for - women - men - youth - authorities - service providers	Indicator - Cases of gender based violence and honour killings are more openly raised and discussed in public forums - More women are seeking and receiving assistance	Source of Verification - Interviews with people - Local media
<b>2.2 Expected result</b> An initiative on mobilising women of different faiths to focus on gender based violence has been made	Indicator - Meetings with Muslim, Christian and Jewish women are held where the issue is raised	Source of Verification - Minutes/reports - Interviews with the women
<b>2.3 Expected result</b> The issue of gender based violence is raised and sought included in the agenda of core partners	Indicator - Awareness and information is provided in at least one partner seminar - Gender based violence is included in the programme of core partners	Source of Verification - Partner programme - Reports

<b>3. Specific objective</b> The laws are providing better protection of women	<b>Indicator</b> - More cases against perpetrators filed - More perpetrators punished for their violations	<b>Source of Verification</b> - Cases filed - Legal statistics
<b>3.1 Expected result</b> Awareness, information and training provided for legislative bodies and executive authorities	Indicator - At least 60 awareness activities related to relevant laws carried out - At least 100m people trained on CEDAW and gender based violence	Source of Verification - Reports - Media - Interviews
<b>Expected result</b> 3.2 Partners have advocated for more gender sensitive laws and implementation of those	Indicator - Meetings with authorities focussing on the laws conducted - 20 law cases of gender based violence observed, followed up and documented annually	Source of Verification - Minutes - Reports

<b>4. Specific objective</b> Victims of gender based violence are re-integrated in their families and communities.	<b>Indicator</b> - Victims of violence are active participants in the family and community	<b>Source of Verification</b> - Interviews - Observation
<b>4.1 Expected result</b> Services and protection provided for victims of gender based violence	Indicator - More women receiving assistance; counselling services, crisis lines, crisis centres - Shelters available in the project areas	Source of Verification - Interviews - Statistics - Reports

#### Risks:

There is a risk that the political environment will be increasingly radicalised and influenced by more conservative forces with regards to the role of women in society.

#### Links between Partners and Program Objectives:

Core Partners	Type of Organisation	Geographic Focus	Intervention
ELCJHL	Church	Jerusalem, West Bank	Awareness raising Capacity building
DSPR	Ecumenical	West Bank, Gaza	Awareness raising Capacity building
<b>Resource Organisations</b>			
PWSD	Women NGO	West Bank	Awareness/information Assistance GBV Advocacy
JCW	Women NGO	Jerusalem	Empowerment, Political resistance
<b>Strategic Alliances</b>			
World Council of Churches (WCC)	Ecumenical	International	Advocacy
APRODEV	Ecumenical	EU countries	Advocacy
International Women Commission (IWC)	Women peace network	Israel/Palestine	Advocacy

### 6.3 Religions for Conflict Transformation and Peace Building

**Overall goal:** Palestinians enjoy their rights to freedom and living a life in dignity without fear and violence

<b>1. Specific objective</b> Religious leaders are actively and jointly working for a just peace, reconciliation and fulfilment of human rights, specifically focusing on Jerusalem	<b>Indicators</b> - At least three joint actions and activities observed and documented per year	<b>Source of Verification</b> - Reports - Media
<b>1.1 Expected result</b> Regular meetings between Heads of churches facilitated by JIC	Indicator - Six meetings per year - Joint statements produced - Joint initiatives	Source of Verification - Meeting reports - Statements
<b>1.2 Expected result</b> Meetings conducted providing strategic planning and advocacy exercises for religious leaders by WCC/JIC	Indicator - Number of meetings held discussing strategic choices - At least half of the leaders (6) participated - Joint strategy developed	Source of Verification - Reports - Interviews - Strategy available

<b>2. Specific objective</b> Increased pressure on Israeli government from Norway, EU and international society to end the occupation and work for a just peace	<b>Indicator</b> - Increased opposition and reactions against Israeli occupation and segregation policy - More media reports critical of the occupation and its impact	<b>Source of verification</b> - Media reports - Opinion polls
<b>2.1 Expected result</b> Promoted advocacy activities through APRODEV	Indicator - Participated in two meetings per year - Four advocacy initiatives registered per year	Source of verification - Meeting minutes - Reports
<b>2.2 Expected result</b> Active support to the Palestine Israel Ecumenical Forum (PIEF) through WCC	Indicator - A plan and strategy for the IPF established	Source of verification - Plan and strategy
<b>2.3 Expected result</b> Documentation and information done through the EAPPI	Indicator - At least 20 information\advocacy initiatives by EAPPI in Norway during the year - At least 15 articles written and distributed per year	Source of verification - Media - Interviews of EAPPIs - Reports
<b>2.4 Expected result</b> Together with JIC facilitated exposure visits from churches and related institutions in Norway	Indicator - At least three visits organised per year	Source of verification - Reports - Schedules - Interviews

<b>3. Specific objective</b> Increased participation of women in conflict transformation and peace processes	<b>Indicator</b> - More women express themselves related to the conflict - More women observed at "the negotiation table"	<b>Source of Verification</b> - Media
<b>3.1 Expected result</b> Partners and women networks coordinated through a regional programme aiming at empowering women	Indicator - A regional programme established and funded	Source of verification - Programme available

<b>3.2 Expected result</b> Training offered/ conducted on UNSC Resolution 1325 and CEDAW	Indicator - Number of trainings conducted - Number of women participated	Source of Verification - Reports - Interviews
<b>3.3 Expected result</b> Regional meetings and activities facilitated	Indicator - At least one initiative per year	Source of verification - Meeting minutes - Reports
<b>4. Specific objective</b> Farmers feel more secure and safe accessing their land	<b>Indicator</b> - Incidents of settler harassment and violence are reduced	<b>Source of verification</b> - Reports from EAs - Reports from OCHA - Interviews
<b>4.1 Expected result</b> Assistance for farmers accessing their fields provided	Indicator - Farmers in the project area can do the necessary work on the land	Source of Verification - Reports from OCHA - Reports from RHR - Interviews with farmers
<b>4.2 Expected result</b> Abusers and the role of the IDF addressed by the authorities	Indicator - Less abuse of Palestinians by the IDF in the project areas	Source of Verification - Reports - Pictures - Media
<b>4.3 Expected result</b> Court cases filed against abusers	Indicator - Abusers are convicted and punished	Source of verification - Court cases - Media
<b>5 Specific objective</b> Children feel more safe going to school	<b>Indicator</b> - Incidents of settler harassment towards children are reduced	<b>Source of verification</b> - Reports from EAs - Reports from OCHA - Interviews
<b>5.1 Expected result</b> Presence and accompaniment provided by EAPPI	Indicator - Children attend school in project area, Hebron - Incidents documented	Source of verification - Weekly logs by EAs
<b>6. Specific objective</b> Increased understanding created between Palestinian and Israelis, with a focus on the Israelis	<b>Indicator</b> - More Israelis are exposed to Palestinians annually through the programme	<b>Source of verification</b> - Interviews
<b>6.1 Expected result</b> Encounters between Palestinian and Israelis arranged	Indicator - 1000-15000 encounters facilitated - Increased number of Israeli groups have assisted in replanting olives in the WB - Increased number of exposure trips to the West Bank arranged	Source of verification - Reports - Interviews
<b>7. Specific objective</b> Survivors of torture and violence are integrated into their families and the community	<b>Indicator</b> - They are active participants in their family and community	<b>Source of verification</b> - Interviews - Observations
<b>7.1 Expected result</b> Victims of torture and violence receive treatment and rehabilitation	Indicator - Increased number of persons receive treatment and rehabilitation services annually	Source of verification - Reports from TRC - Statistics from TRC

<b>7.2. Expected result</b> Stigma of mental health problems reduced.	Indicator - Increased openness - People seeking assistance and treatment	Source of verification
<b>7.3 Expected result</b> Increased public demand for an end to torture and violence	Indicator - Initiatives to stop torture and violence observed	Source of verification - Media

### Assumptions:

The work builds on an assumption that NCA and ecumenical network can make a difference through advocacy work targeting relevant national and international actors to ensure Palestinians their basic human rights.

### Risks:

There is a risk of increased level of internal conflict in Palestine will increase. There is also a risk that the international community turns their attention to other countries and that conflicts also affect internal inter-church cooperation.

### Links between Partners and Program Objectives:

Core Partners	Type of Organisation	Geographic Focus	Intervention
ELCJHL	Church	West Bank	Culture, youth
<b>Resource Organisations</b>			
Rabbis for Human Rights	Faith based	West Bank, Jerusalem, Israel	Advocacy Human rights Accompaniment Legal support
Parents' Circle	Palestinian and Israeli secular NGO	West Bank, Jerusalem, Israel	Dialogue Awareness raising
Bat Shalom	Israeli women NGO	Israel	Activist Advocacy Empowerment of women
Jerusalem Center for Women	Palestinian women NGO	West Bank, Jerusalem	Activist Advocacy Empowerment of women Jerusalem
CARE	Secular	West Bank	Training on conflict management
TRC	Secular	West Bank	Treatment and rehabilitation of victims of violence
<b>Strategic Alliances</b>			
WCC\JIC\EAPPI	Ecumenical	West Bank, Jerusalem	Advocacy Coordination Accompaniment
APRODEV	Ecumenical		Advocacy

## **7.0 Rationale for Choice of Partners, Resource Organisations, and Strategic Alliances**

### **Core partners**

Among NCA's core partners are the Evangelical Lutheran Church of Jordan and the Holy Land (ELCJHL) and the Department of Service of Palestinian Refugees (DSPR), with its different area committees in Gaza, the West Bank, Galilee, Jordan and Lebanon under the umbrella of the Middle East Council of Churches. NCA has had a long term relationship with both organizations starting from the 1950s. The ELCJHL is an indigenous church and has a long history providing educational and health services on the West Bank and is active in supporting cultural activities for youth. The church is a crucial actor in working for maintaining and strengthening the Christian presence in the area. DSPR has worked in Palestinian refugee camps since the establishment of the state of Israel and has as such gained credibility and built good relations. Being present in the countries, which host Palestinian refugees, they have a position and standing which has more potential. The churches and the specialized diaconal ministries very much represent democratic and moderate forces, which is important in the Palestinian society dealing with occupation as well as increasing internal political crisis.

### **Resource partners**

Many of the resource partners are fairly new to NCA contributing to the equity, participation and protection agenda through their focus on human rights, gender and advocacy. They have specific professional competence and capacities; psychosocial assistance, conflict management, gender, gender based violence, human rights and legal capacities. Different strategies are being used like activism, mobilization and advocacy. As such the resource partners complement the core partners and enable NCA to have a wider programme. A potential which will be further explored is linking the resource partners with the core partners using the former to build awareness and competence on issues like gender, human rights and advocacy.

Rabbis for Human Rights is an Israeli faith based organization working for the promotion of human rights in Israel as well as in the occupied West Bank, East Jerusalem and Gaza Strip. In addition to defend and protect human rights they represent a link between Israelis and Palestinians and as they have much of its base among American rabbis they also serve as advocates in the States. As such they are an important resource partner for NCA.

The women organizations Palestinian Working Women for Social Development (PWWS), Jerusalem Centre for Women (JCW) are crucial resource partners in working towards UNSC Resolution 1325. They can also act as resources in developing gender sensitive approaches among core partners. Bat Shalom, an Israeli women activist organization is adding to the women perspective in Israel and is linked to the Palestinian JCW through Jerusalem Link. Palestinians and Israeli women meet regularly and together act on violations of human rights as well as advocating for ending the occupation.

Parents' Circle has its roots among Palestinians and Israelis and act as a bridge builder between the groups. They are working to increase understanding between Palestinians and Israelis which is regarded as important, not only for reconciliation purposes but also for creating an opposition to the occupation in Israel.

The Treatment and Rehabilitation Centre (TRC) is providing treatment and rehabilitation services to ex-prisoners and victims of violence and as such contributing to reintegration and breaking the cycle of violence. The Centre for Applied Research on Education is providing training on conflict management for youth in higher education institutions.

## **Strategic Alliances**

NCA support Lutheran World Federation (LWF) which is a long term alliance of NCA. They have a long term presence with solid programming and structure in Palestine. Among strategic alliances is the APRODEV network which consists of European sister organizations aiming at advocating EU to promote peace in the Middle East. The World Council of Churches (WCC) is a global network with a focus on advocacy. Initiatives supported under the umbrella of WCC are Jerusalem Inter-Church Center and the Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI). In 2007 the Palestine Israel Ecumenical Forum for Just Peace was established to strengthen the work of WCC for peace in the Middle East.

### **7.1 Capacity of NCA Partners**

The ELCJHL and MECC/DSPR continue to provide quality health and education services for the communities, both Christians and Muslims. Due to their long tradition of service delivery, which is regarded as needs-based, the shift to the recent concept of rights-based programming is new and challenging.

Since religion constitutes a major factor in the region faith based organizations have a potential for playing a stronger role combining practical assistance with an advocacy role. In order to fully utilize this potential training on right based programming, gender sensitivity and do-no harm is of interest to the organizations.

With the flourishing civil society and high number of new organizations emerging the core partners experience increased competition for funds and increased demands from donors on accountability and documentation. This has resulted in a focus on organizational development aiming at increasing the capacity in management and reporting.

With a lot of funds available in Palestine, and with repeating crisis situation erupting, it is easy to neglect building and consolidating the broader basis of the organization. Long term development of the organizations suffers in situations where emergency needs are pressing.

The ACT and APRODEV network represents a potential for joint action and influence. Through ACT, money can be collected providing timelier and better assistance during emergencies. APRODEV can play a role as a strong advocacy network especially targeting the EU. In order to achieve goals and objectives a high level of coordination and cooperation is needed.

Developing coordinated and joint approaches towards common partners can benefit both sides developing more affective and efficient approaches. NCA as the only organization in the APRODEV network with a representation office in Jerusalem can play a key role in this work since it is clear that it is easier providing regular and relevant assistance with a presence in the area.

### **7.2 Partnership Strategy**

The partners will remain the same during the rest of the plan period. It will be considered to earmark more funds for specific intervention in order to achieve a stronger focus of some of the core partners in the direction of targeting women and youth. Adding environmental components to the programme might require new partnerships, which will be considered.

In order to strengthen core partners NCA will:

- Conduct partner assessments and use them in the dialogue with partners increasing our mutual awareness on strengths, weaknesses, opportunities and threats.
- Provide training and close follow up/accompaniment on RBA, gender and Do-no-harm.
- Challenge core partners on stronger focus and concentration, creating linkages between providing services and advocacy.
- Provide training and close follow up/accompaniment on documentation and reporting both financial and narrative.

In order to link core partners and resource partners NCA will:

- Create arenas for partners to meet through arranging joint trainings and seminars once a year.
- Seek to use resource partners as resources for core partners on particular issues like for instance gender.
- Establish donor/partner forums for the main secular partners for better coordination and cooperation.

### Strategic Alliances

NCA will attend meetings in the APRODEV network in order to coordinate the programmatic work and to develop joint advocacy efforts. Participation in the international coordination meetings of the EAPPI is another priority. Regular meetings with other ACT organizations in the region will be sought established aiming at exploring possible cooperation and joint efforts.

## 7.3 Overview of Partners

### Core Partners

<b>Name of partner</b>	<b>Middle East Council of Churches/Department of Service for Palestinian Refugees (MECC/DSPR)</b>
<b>Year of Foundation</b>	1949
<b>Mission</b>	To serve and empower Palestinian Refugees
<b>Constituency</b>	Local churches
<b>Geographic Focus</b>	Israel, Jordan, Lebanon, Palestine: West Bank and Gaza Strip
<b>Thematic Focus</b>	Community Development, Vocational Training, Health
<b>Strategies</b>	Capacity building, education, provide services
<b>Role in Civil Society</b>	Providing assistance to Palestinian refugees
<b>Particular Achievements</b>	Continued to provide health and education services in spite of crises. Provided emergency assistance through 8 ACT appeals since the year 2000.
<b>Relationship with NCA</b>	Long term partner
<b>Start of Cooperation</b>	1955
<b>NCA's rationale for relationship</b>	Ecumenical, working for refugees, regional outreach
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	Strategic partner on emergency preparedness
<b>Partners, other than NCA</b>	Christian Aid, Church of Sweden, Finn Church Aid, DanChurch Aid, Church World Service, KAIROS, National Council of Churches Australia, United Churches of the Netherlands, EED, Pontifical Mission, ICCI, Lutheran World Relief, Lutheran World Federation, CCFD, Church of Scotland

<b>Name of partner</b>	<b>Evangelical Lutheran Church of Jordan and the Holy Land (ELCJHL)</b>
<b>Year of Foundation</b>	
<b>Mission</b>	
<b>Constituency</b>	Palestinian Christians
<b>Geographic Focus</b>	Jordan, Palestine: Jerusalem, Bethlehem, Ramallah, Beit Sahour, Beit Jala
<b>Thematic Focus</b>	Education, Culture, Youth
<b>Strategies</b>	Provide quality education and culture activities for youth
<b>Role in Civil Society</b>	Maintain and strengthen Christian presence
<b>Particular Achievements</b>	Provided quality education for children in spite of recurrent crises
<b>Relationship with NCA</b>	Long term
<b>Start of Cooperation</b>	
<b>NCA's rationale for relationship</b>	Church, support Christian presence
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	Potential for expanding youth programme to the north
<b>Partners, other than NCA</b>	Church of Sweden, Lutheran World Federation, EED, FELM, BMW, Finn Church Aid, ELCA, NMZ, EKD, World Vision

<b>Name of partner</b>	<b>Lutheran World Federation (LWF) Jerusalem</b>
<b>Year of Foundation</b>	1949
<b>Mission</b>	Provide humanitarian services, work to protect human and religious rights, strengthen the presence of the Christian communities, promote peace and understanding between Palestinians and Israelis and among Jews, Christians and Muslims and strengthen the ecumenical and international presence.
<b>Constituency</b>	Lutheran churches
<b>Geographic Focus</b>	Jerusalem, West Bank
<b>Thematic Focus</b>	Health services and vocational training
<b>Strategies</b>	Capacity building and empowerment, provide services
<b>Role in Civil Society</b>	Maintain and strengthen Christian presence, provide health and education services, advocate for peace
<b>Particular Achievements</b>	<ul style="list-style-type: none"> <li>- Provide market linked training, 70% of graduates find employment</li> <li>- Non-conventional vocational training for women, 70% find employment</li> </ul>
<b>Relationship with NCA</b>	Long term
<b>Start of Cooperation</b>	In the 1950's
<b>NCA's rationale for relationship</b>	Ecumenical, working for strengthening the Christian presence, a focus on youth
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	
<b>Partners, other than NCA</b>	Church of Sweden, Dan Church Aid, Finn Church Aid

### Resource Organisations

<b>Name of partner</b>	<b>Treatment and Rehabilitation Center for Victims of Torture (TRC)</b>
<b>Year of Foundation</b>	1997
<b>Mission</b>	Provide psychosocial services to victims of torture and other forms of politically motivated violence.
<b>Constituency</b>	
<b>Geographic Focus</b>	Ramallah, Hebron, Jenin, Nablus
<b>Thematic Focus</b>	Human rights – treatment and rehabilitation of victims of violence
<b>Strategies</b>	Awareness raising/education, advocacy, individual and family counseling, direct interventions, research and documentation
<b>Role in Civil Society</b>	Provide psychosocial services and as such contribute to reduced antagonistic feelings
<b>Particular Achievements</b>	Linkage between mental health and human rights
<b>Relationship with NCA</b>	Long term
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Support human rights, contribute to a stronger basis for peace and reconciliation, institution building
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	
<b>Partners, other than NCA</b>	Swiss Development Fund (SDF), United Nations Volunteer Fund for Victims of Torture (UNVFVT), Welfare Association Consortium (WAC)

<b>Name of partner</b>	<b>Rabbis for Human Rights</b>
<b>Year of Foundation</b>	1988
<b>Mission</b>	Give a voice to the Jewish religious tradition of human rights
<b>Constituency</b>	Rabbis and rabbinical students
<b>Geographic Focus</b>	Israel and the Palestinian territory
<b>Thematic Focus</b>	Human rights, justice and peace
<b>Strategies</b>	Education, advocacy\lobby, legal assistance, direct intervention, civil disobedience
<b>Role in Civil Society</b>	Protect and advocate for human rights, create encounters, direct assistance
<b>Particular Achievements</b>	
<b>Relationship with NCA</b>	Longterm
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Faith based organization working on both sides, lobbying for changing Israeli policies and assisting Palestinians
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	Have potential interesting project on interfaith dialogue and joint activities.
<b>Partners, other than NCA</b>	Church of Sweden, Niwano Peace Foundation, Ford Foundation, Trocaire, Asia Tan Overseas Trust, New Israel Fund, Rabbis for Human Rights North America, The Foundation for Middle East Peace, SIVMO

<b>Name of partner</b>	<b>Parents Circle Families Forum (PCFF)</b>
<b>Year of Foundation</b>	1995
<b>Mission</b>	Works to solve the conflict between Palestinians and Israelis through dialogue and mutual understanding
<b>Constituency</b>	People who have lost a close family member
<b>Geographic Focus</b>	Ramat Efal\Al Ram, West Bank and Israel
<b>Thematic Focus</b>	Peace education, reconciliation and dialogue

<b>Strategies</b>	Awareness raising\training, advocacy\lobby, facilitate dialogue and encounters
<b>Role in Civil Society</b>	Contribute to peace process through mobilizing grassroots people
<b>Particular Achievements</b>	Contributed to increased openness towards Palestinians in the Israeli public Facilitated encounters\dialogue in untraditional and creative ways
<b>Relationship with NCA</b>	Long term
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Working on both sides of the conflict, supporting peace and reconciliation through dialogue and encounters
<b>Planned increase; decrease; phase-out</b>	Continue support
<b>Strategic Potential for Future Cooperation</b>	Strategically important creating grassroots lobby and support for peace processes – needed for building and securing peace after the conflict has ended.
<b>Partners, other than NCA</b>	

<b>Name of partner</b>	<b>Jerusalem Center for Women (JCW)</b>
<b>Year of Foundation</b>	1994
<b>Mission</b>	Provide Palestinian women with venues for training in democracy, human rights, advocacy and life skills in order to advance women's status and role in the decision-making process, as well as to protect human rights and democratic principles and build a just peace.
<b>Constituency</b>	Women
<b>Geographic Focus</b>	The Palestinian territory and Jerusalem in particular
<b>Thematic Focus</b>	Peace building, capacity building, human rights
<b>Strategies</b>	Advocacy/lobby, training
<b>Role in Civil Society</b>	Advocate and promote women participation, create linkages to Israeli women
<b>Particular Achievements</b>	Agreement on political principles between Bat Shalom and JCW. Campaign for "sharing Jerusalem". Advocating 20% quota of women in local councils
<b>Relationship with NCA</b>	Long term. Advocacy
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Grassroot women organization, Jerusalem Link – cooperation with Israeli Bat Shalom Contribute to UNSC resolution 1325 – women's participation
<b>Planned increase; decrease; phase-out</b>	Possible increase
<b>Strategic Potential for Future Cooperation</b>	Potential as part of a regional programme on SR 1325
<b>Partners, other than NCA</b>	Kvinna to Kvinna, KAIROS, Christlicher Friedensdiensts (CFD), Associazione Orlando, Olof Palme's International Centre, Global Fund for Women

<b>Name of partner</b>	<b>Bat Shalom</b>
<b>Year of Foundation</b>	1994
<b>Mission</b>	Work for peace and social justice with Palestinians, envisioning a democratic and pluralistic society in Israel, a society in which women will be more visible and their voices legitimized. Empower women to strive for social change on the grassroots and policy making level and increase their involvement in political processes.
<b>Constituency</b>	Israeli women
<b>Geographic Focus</b>	Israel and Palestine
<b>Thematic Focus</b>	Empowerment of women, peace
<b>Strategies</b>	Awareness raising/education, facilitate encounters, advocacy, direct response

<b>Role in Civil Society</b>	Advocate and promote women participation, create linkages to Israeli women
<b>Particular Achievements</b>	
<b>Relationship with NCA</b>	Long term. Advocacy
<b>Start of Cooperation</b>	2003
<b>NCA's rationale for relationship</b>	Women organization, Jerusalem Link – cooperation with Palestinian JCW Contribute to SR 1325 – women's participation
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	Will be considered included in a regional programme on UNSC Resolution 1325
<b>Partners, other than NCA</b>	Kvinna to Kvinna, CFD, Dan Church Aid

<b>Name of partner</b>	<b>Palestinian Working Women Society for Development (PWWS)</b>
<b>Year of Foundation</b>	1981
<b>Mission</b>	Strengthen and empower women to be involved in the political, social and economic fields. Ensure equality in all legal settings including legislation, regulations and procedures. Work towards elimination of marginalization, poverty and violence practiced against women. Resist the Israeli occupation, paternal hegemony and fundamental trends.
<b>Constituency</b>	Women
<b>Geographic Focus</b>	Ramallah, Nablus, Jenin, Betlehem, Tulkarem, Gaza city
<b>Thematic Focus</b>	Empowerment and organizing of women, psychosocial counseling for victims of violence, income generating activities
<b>Strategies</b>	Awareness raising and training, advocacy towards laws, networking, direct intervention
<b>Role in Civil Society</b>	Work for women's protection and participation
<b>Particular Achievements</b>	
<b>Relationship with NCA</b>	New partner
<b>Start of Cooperation</b>	2007
<b>NCA's rationale for relationship</b>	Contribute to UNSC 1325, empowerment and protection of women
<b>Planned increase; decrease; phase-out</b>	Increase to be considered
<b>Strategic Potential for Future Cooperation</b>	Potential partner of a regional programme contributing to UNSC 1325.
<b>Partners, other than NCA</b>	BftW, DCA, Norwegian People's Aid, Kvinna til Kvinna, CFD, FOS, CCFD, Global Fund, Muasasat

<b>Name of partner</b>	<b>Centre for Applied Research and Education (CARE)</b>
<b>Year of Foundation</b>	1989
<b>Mission</b>	Initiate and promote activities that lead to the development of democracy, civil society, culture and a more human world. Provide democratic knowledge education for teachers, head masters, students, parents' councils and children.
<b>Constituency</b>	Educationalists
<b>Geographic Focus</b>	Ramallah, West Bank
<b>Thematic Focus</b>	Peace and conflict management
<b>Strategies</b>	Awareness raising/education, advocacy
<b>Role in Civil Society</b>	Provide education activities on conflict management
<b>Particular Achievements</b>	
<b>Relationship with NCA</b>	Received funds from Lenten campaign
<b>Start of Cooperation</b>	2006
<b>NCA's rationale for</b>	Targeting youth promoting conflict management and negotiation as

<b>relationship</b>	an alternative to violence
<b>Planned increase; decrease; phase-out</b>	Will be considered, an assessment will be carried out
<b>Strategic Potential for Future Cooperation</b>	Could potentially be used in some of the other programmes
<b>Partners, other than NCA</b>	

### Strategic Alliances

<b>Name of partner</b>	<b>World Council of Churches (WCC) EAPPI</b>
<b>Year of Foundation</b>	2002
<b>Mission</b>	To contribute to an end of the Israeli occupation
<b>Constituency</b>	Sending churches and participating organizations in 13 countries
<b>Geographic Focus</b>	Jerusalem and West Bank
<b>Thematic Focus</b>	Peace and conflict management
<b>Strategies</b>	Accompaniment, protection, advocacy
<b>Role in Civil Society</b>	To show solidarity with the local churches and vulnerable communities, provide protective presence and document human right abuses.
<b>Particular Achievements</b>	More than 60 Norwegians have participated in the programme providing important information back to Norwegian constituencies.
<b>Relationship with NCA</b>	Long term. Advocacy
<b>Start of Cooperation</b>	2002
<b>NCA's rationale for relationship</b>	
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	Joint advocacy efforts on a more international level
<b>Partners, other than NCA</b>	Swedish Christian Council, United Church of Canada, Finn Church Aid, EED (Germany), South African Council of Churches, Quakers in Great Britain, churches in the US etc.

<b>Name of partner</b>	<b>WCC Jerusalem Inter-Church Center</b>
<b>Year of Foundation</b>	2004
<b>Mission</b>	To engage churches and agencies locally, regionally and globally for joint action in the areas of service and advocacy
<b>Constituency</b>	Middle East Council of Churches and Heads of churches in Jerusalem
<b>Geographic Focus</b>	Jerusalem
<b>Thematic Focus</b>	To strengthen ecumenical and interfaith relations
<b>Strategies</b>	Information sharing, networking and advocacy
<b>Role in Civil Society</b>	The center is a coordination point for ecumenical action
<b>Particular Achievements</b>	
<b>Relationship with NCA</b>	Long term. Advocacy
<b>Start of Cooperation</b>	2004
<b>NCA's rationale for relationship</b>	
<b>Planned increase; decrease; phase-out</b>	Continue
<b>Strategic Potential for Future Cooperation</b>	Joint advocacy efforts on a more international level
<b>Partners, other than NCA</b>	Swedish Church,

## **8.0 NCA Contributions**

The NCA presence makes it possible to develop closer relationship with partners through regular contacts\visits and meeting points. It makes it easier to identify the needs and provide more timely and effective capacity building. Working with very different partners opens up the possibility of linking partners and thus develop new potentials. Joint seminar and meeting points will create arenas for joint action where relevant.

NCA can draw upon a wide global network and resources through the NCA offices and programmes worldwide. NCA Jerusalem will have a close cooperation with the NCA office in Amman. The financial resources will be shared between the offices in order to strengthen the financial capacity of partners. A process is started together with the gender adviser in the Amman office to work on a regional programme strengthening the work towards the fulfillment of UNSC Resolution 1325.

NCA supports water and sanitation projects on a small scale on the Gaza Strip and the West Bank. During the plan period NCA will consider to lift "Communities for Fresh Water and Safe Sanitation" as a thematic priority area by carrying our assessment.

NCA can facilitate learning and exchange with Norwegian constituents, like churches, schools, health institutions etc. Through Fredskorpset NCA can provide short term assistance on specific topics. A resource from Fredskorpset is being discussed with one of the core partners.

NCA is part of ecumenical European and global networks and can mobilize support both on funding needs and advocacy.

As an emergency organization with a well developed emergency unit having access to an extensive roster of qualified people NCA can contribute to developing an emergency preparedness response in the region. NCA together with its network will support capacity building and the establishment of an emergency preparedness plan to enable the partner to provide a timely and effective humanitarian response when emergencies strike.

NCA has a close relationship with the Norwegian Representative office as well as NORAD and the Ministry of Foreign Affairs. As a result we have frequent mutual updating and information sharing which provides opportunities of act timely when opportunities arise.

## **9.0 Monitoring and Evaluation**

The program is monitored and followed up by the NCA Resident Representative based in Jerusalem. The Finance Manager in the NCA office in Amman will contribute to the financial follow up. This will be done through regular visits and discussions with partners. Capacity building will be offered through annual partner seminars highlighting relevant issues.

Participation in annual round tables, partner meetings and networks like APRODEV, WCC, Action by Churches Together (ACT) and Lutheran World Federation (LWF) will contribute to secure coordination and cooperation with sister organisations. Similar partner networks will be considered established with resource organizations to utilize resources more effectively and efficiently.

NCA will initiate as well as participate in evaluations together with partners and sister organisations. PME work and programme evaluations will be discussed in partner meetings and followed up by partners.

During the program period the work to develop a new Global Strategic Plan from 2010 will start.

## **10.0 Assessments**

### **10.1 Assessment of relevance of program in relation to national plans and priorities**

NCA coordinates its work with other NGOs and with the understanding of the PNA. The activities of our partners will be complementary to those of local and national authorities and linkages will be sought created between partners and authorities in order to strengthen the national institutions. So far the PNA has not been able to carry out their responsibilities on their own and the delivery of education and health opportunities of our partners will therefore be vital.

The role of the NGOs and the churches may at times be to "criticize" or challenge the authorities as is the case in the field of legislation and human rights.

### **10.2 Assessment of relevance in relation to Norwegian development objectives**

NCA has an open dialogue with Norwegian authorities in the region as well as at home about our work and is very much in line with Norwegian politics. We share the motivation and reasoning for assistance to the Palestinians, which is to contribute to the process of promoting a just peace between the Palestinians and the Israelis and create a viable Palestinian state.

Together with our Palestinian and Israeli partners we work to reduce violations of human rights and to ensure basic rights such as access to education and health care. We also aim to empower women and to strengthen civil society with a special focus on the role of the churches and church based organizations.

### **10.3 Assessment of Risks**

Without major changes in the Israeli policy towards the Palestinians, the poverty and alienation will increase. All the physical barriers will continue to have a great negative impact on the daily life of the Palestinians and will seriously hamper the civilians and our partners' ability to move and work. The restriction of movement and other violations of human rights are some of the main obstacles to development and peace, daily nurtured by increased frustration, mistrust and hatred in the relationship between Palestinians and Israelis.

See also chapter 6, under Assumptions and Risks.

### **10.4 Assessment of Sustainability**

The activities aim to contribute to economic stability and sustainability. They represent an empowerment strategy more than a welfare strategy. However, in order to achieve economic sustainability, the situation in Palestine first has to be politically normalised.

## **11.0 Budget Estimates for 2007-2009**

<b>Year</b>	<b>2007</b>	<b>2008 (estimates)</b>	<b>2009 (estimates)</b>
<b>Amount (NOK)</b>	<b>9 mill</b>	<b>12 mill</b>	<b>15 mill</b>

## **ABBREVIATIONS**

APRODEV	Association of World Council related Development Organizations in Europe
ACT	Action of Churches Together
CARE	Centre for Applied Research and Education
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DSPR	Department of Services to Palestinian Refugees
EAPPI	Ecumenical Accompaniment Program in Palestine and Israel
ELCJHL	Evangelical Lutheran Church of Jordan and the Holy Land
ICAHD	Israeli Committee Against House Demolitions
IDF	Israeli Defense Forces
JCW	Jerusalem Centre for Women
JIC	Jerusalem Inter-Church Center
LWF	Lutheran World Federation
MECC	Middle East Council of Churches
OPT	Occupied Palestinian Territories
PA	Palestinian Authority
PCFF	Parents Circle Families Forum
PIEF	Palestine Israel Forum for Peace
PLC	Palestinian Legislative Council
PA	Palestinian Authority
PNA	Palestinian National Authority
RBE	Rights Based Approach
TIM	Temporary International Mechanism
TRC	Treatment and Rehabilitation Centre for Victims of Torture
WCC	World Council of Churches