



**NORWEGIAN CHURCH AID**  
**actalliance**

## **Country plan 2011-2015**

### **The Occupied Palestinian Territory with Israel and faith-based organisations in the Middle East**

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## **ABBREVIATIONS**

ACT	Action by Churches Together
AIDA	Association of International Development Agencies
CA	Christian Aid
DCA	Danish Church Aid
DNH	Do No Harm
DSPR	Department for Services to Palestinian Refugees
EAPPI	Ecumenical Accompaniment Programme in Palestine and Israel
ELCJHL	Evangelical Lutheran Church of Jordan and the Holy Land
FBO	Faith-Based Organisation
IDF	Israeli Defence Force
INGO	International Non-Governmental Organisation
IOCC	International Orthodox Christian Charity
LFA	Logical Framework Approach
MECC	Middle East Council of Churches
NGO	Non-Governmental Organisation
OPT	Occupied Palestinian Territory
PA	Palestinian Authority
PLC	Palestinian Legislative Council
RBA	Right Based Approach
RHR	Rabbis for Human Rights
UNRWA	United Nations Relief and Work Agency
YMCA	Young Men's Christian Association

# COUNTRY PROGRAMME PLAN

Abbreviations

Contents

<b>1. CONTEXT ANALYSIS.....</b>	<b>4</b>
1.1 ANALYSIS OF MAIN RIGHTS DEFICIT.....	4
1.2 ROLE OF LOCAL CIVIL SOCIETY AND FBOs (IN THE CONTEXT OF STATE AND MARKET) .....	6
1.3 NCA'S COMPARATIVE ADVANTAGES IN COUNTRY .....	7
1.4 RELEVANCE IN RELATION TO DEVELOPMENT PRIORITIES.....	8
1.4.1 RELEVANCE TO NATIONAL POLICIES, PLANS AND PRIORITIES .....	8
1.4.2 RELEVANCE TO NORWEGIAN DEVELOPMENT OBJECTIVES.....	8
<b>2. MAIN INTERVENTION STRATEGIES.....</b>	<b>9</b>
2.1 STRATEGIC PRIORITIES AND PROGRAMMES .....	9
2.2 STRATEGIES FOR STRENGTHENING LOCAL CIVIL SOCIETY FROM A RIGHTS BASED APPROACH.....	10
2.3 NCA INTEGRATED APPROACH .....	10
2.4 NCA ACCOUNTABILITY COMMITMENTS .....	11
2.5 NCA COMMITMENTS TO MAINSTREAMING DEVELOPMENT PRINCIPLES .....	11
2.5.1 GENDER EQUALITY .....	11
2.5.2 CONFLICT SENSITIVITY .....	11
2.5.3 ENVIRONMENTAL SUSTAINABILITY .....	12
<b>3. FUNDING STRATEGY .....</b>	<b>13</b>
3.1 RESOURCE FRAMES 2011-2015 .....	13
3.2 PROPOSED FUNDING STRATEGY.....	14
3.2.1 MAIN FUNDING SOURCES .....	14
3.2.2 DIVERSIFICATION STRATEGY .....	14
3.2.3 CAPACITY ASSESSMENT .....	14
3.2.4 ACT ALLIANCE COORDINATION.....	15

## 1. CONTEXT ANALYSIS

NCA's longest continuous engagement in any region started with relief to Palestinian refugees on the Mount of Olives in 1954.

The Occupied Palestinian Territory (oPt) consists of the West Bank, including East Jerusalem, and the Gaza Strip. The Palestinians in the oPt are approximately four million, while the population of Israel is 5 million and that includes 1 million Palestinians with Israeli citizenship as well as the 450 000 Israeli citizens living in settlements in the oPt. Finally, 5,5 million Palestinian refugees live in neighboring countries and in other parts of the world<sup>1</sup>.

80% of the Israeli citizens are Jewish while the Palestinians are Sunni Muslim with 1% Christians. While the Christian constituencies are small in numbers, the Churches impact on social and political life is considerable.

The conflict between Israel and the Palestinians remains unsolved for more than 60 years. With the establishment of the State of Israel in 1948, a home for the Jewish people was established and not least for Jewish survivors of the World War II. In the war that erupted between the State of Israel and its Arab neighbors, 750 000 Palestinians fled their homes and were denied return when the fighting was over. This is known as the *nakbe*, the catastrophe, in Palestinian history. The Israeli occupation of West Bank, East Jerusalem and Gaza Strip in 1967 led to another wave of Palestinians refugees. The occupation continues to hamper social and economic development in the oPt. Palestinian Humanitarian Development report for 2010 notes that the territorial breakup of the oPt has been gradually more pronounced.<sup>2</sup>

Israel has made peace agreements with Egypt in 1979, with the Palestinian Liberation Movement (PLO) in 1993 and with Jordan in 1995, but the region remains unstable with tension between Israel and Hezbollah, Syria, Iran and the Islamic Resistance Movement (Hamas). The war between Lebanon and Israel in 2006 and the war on Gaza in 2009 were devastating for the civilian population and infrastructure. Analysts warn of danger of new and more brutal wars<sup>3</sup>.

The PLO signed a peace agreement with Israel in 1993. The peace process led to the establishment of a Palestinian Authority in the West Bank and Gaza Strip, but did not lead to results in solving the final status issues; borders, settlements, status of Jerusalem and the refugee issue. The Palestinian response was a new uprising and the breakdown of the peace process. A polarization of Palestinian politics has led to severe internal conflict between Palestinian factions since the 2006 election. In September 2010 President of the Palestinian Authority Mahmoud Abbas resumed direct talks with Israel with the aim to establish a Palestinian state by the end of 2011. The Hamas government ruling the Gaza Strip is not part of the negotiations.

### 1.1 Analysis of Main Rights Deficit

There are three governmental duty-bearers in Israel and oPt. It is the State of Israel led by Bibi Netanyahu, the Palestinian Authority in the West Bank led by President Mahmoud Abbas and Prime Minister Salam Fayyad and the Hamas *de facto* government in the Gaza Strip led by Prime Minister Ismail Hanyie.

#### Participation

The Israeli occupation is hampering social, economic and political life in oPt. The right to worship is restricted by a complex permit system. A majority of Palestinians do not have

<sup>1</sup> Palestinian Central Bureau of Statistics.

<sup>2</sup> Human Development Report 2009/10, UNDP.

<sup>3</sup> "Drums of War", International Crisis Group, Middle East Report No 97, 2 August 2010.

permission to worship in Jerusalem at the holy sites for Christian and Muslims, not even during the holy days such as during Ramadan, Christmas and Easter.

Disputes over the elections results have led to a democratic crisis in the PA controlled areas. Local, parliamentary and presidential elections are normally held every 4 years. These terms have now been extended and new presidential and PLC elections have not scheduled. Palestinians above the age of 18 can vote. There is a quota system ensuring 20 per cent of seats for women. However, there is lack of women representation in the leadership of the political parties.

There is male dominance in public life. This is also reflected in lack of consultation of women in peace processes contrary to the requirements of the UNSCR 1325. There are also social barriers to women's equal participation and representation in public life. Due to women's traditional role in the family and in the home, many women have little experience in participating in public life and lack of self-confidence. There is also a need for working with changing attitudes of men.

### **Equity**

The restriction on freedom of movement limits access to workplaces, access to farm land, access to schools and universities for both teachers and students, access to health services, as well as social life. UNOCHA describes in its updates the humanitarian consequences of the restriction on freedom of movement of people and goods in the West Bank and in and out of the Gaza Strip.

In the Gaza Strip, the formal commercial sector is hard hit by the blockade since 2006 and the war in 2009. Only 200 of previously 3000 companies functioning before 2006 are now operating<sup>4</sup>. Unemployment is around 40% high and UNRWA is providing emergency relief to around 700 000 refugees. There are severe challenges for the health sectors to import medical equipment and spare parts, to have stable electricity, as well as freely travel for medical attention abroad and in the West Bank.

In the West Bank unemployment is around 23% as restrictions on movement and the separation wall hamper commercial relations as well as individuals' access to workplaces, schools and services. Farmers are denied access to farm their land due to military expropriation for security reasons, for expanding settlements and building of the separation wall. This leads to increase in poverty in the villages.

Israeli authorities are discriminating Palestinians in Jerusalem through a complex bureaucracy that is creating obstacles for Palestinians to secure their rights to identification papers, registration of marriages and births, building permissions and registration of residency in Jerusalem.

Palestinian women are discriminated against in the family law and even when the legal framework secures women the right to divorce or inheritance, tradition provides women with less 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 early.

### **Protection**

Lack of security and rule of law is a major concern in the Occupied Palestinian Territory as well as in Israel. Incursions and military attacks in civilian neighbourhoods with excessive use of force cause widespread insecurity and fear among Palestinian civilian population.

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<sup>4</sup> Chamber of Commerce, Gaza City.

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 are presently in prison, many without trial but imprisoned justifies as administrative detention.

Israeli civilians are also victims of the conflict. There are fears of attacks from Palestinian militant groups across border from Gaza and Lebanon, and on civilian places such as cafes and bus stations.

The threat of displacement through house demolitions and evictions makes daily life insecure for many Palestinians, both in East Jerusalem and in area C<sup>5</sup>, where farmers face land confiscations and attacks on their land and houses. Harassment and humiliation occur daily at checkpoints and roadblocks as well as on the streets in East Jerusalem. Freedom of movement is in some areas severely limited with serious consequences for elderly, pregnant women and persons seeking health care. Ambulances are delayed or stopped.

The Israeli settlers in the West Bank and East Jerusalem represent a threat to the Palestinians. Settler violence has increased and spread fear and insecurity in the villages close to settlements as well as in some neighborhoods in East Jerusalem. 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 victims of war and victims of violence in the domestic sphere. It is estimated that around 40 women are killed by relatives every year. Men are according to traditional customs expected to protect women and children but unable to do so. The feeling of hopelessness and losing control leads to increased control of women and children and negatively affect women's freedom.

## **1.2 Role of local civil society and FBOs (in the context of state and market)**

Before the establishment of the Palestinian Authority in 1994 the civil society played a major role as service provider but also as an arena for participation and influence. There are several hundred local NGOs registered with the Palestinian Authority. These are community based organisations, charities, research and training centres, HR groups, and other local development and relief organisations as well as the Palestinian churches and its diaconal institutions and ecumenical organisations.

Local churches are important actors in the Palestinian civil society. Their history goes back to the 1<sup>st</sup> century with social programs that in the 19<sup>th</sup> century developed into modern social institutions. They have played a compelling role as service providers in the absence of a state, that today both supplements and complements health and educational services offered by the PA. In East Jerusalem the churches and its diaconal institutions represents Palestinian history and presence in the city unilaterally annexed by Israel in 1982. The constituency of the churches is small in number with only around 1 % Palestinian Christians remaining. However, their outreach is wide, targeting the society as a whole with the majority being Muslim. The Palestinian churches have played an important institutional role in the Palestinian nation building in the past and in the present. They represent also to a large degree the positive forces for the development of a multi-religious Palestinian state that also fosters inclusive trends in all religions.

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<sup>5</sup> The 1995 Oslo II Agreement divided the Palestinian territories, excluding East Jerusalem, into three zones: Area A, comprising disconnected districts, includes 17.2 percent of the West Bank and the entire Gaza Strip and is under the full security and civil control of the Palestinian Authority. Area B, 23.8 percent, is under Israeli security control, while the Palestinian Authority is responsible for some social and civil services. Area C, approximately 59 percent, is under full Israeli occupation.

The freedom of association and space for civil society to play its important role is curtailed by the three de facto governments. In the West Bank and the Gaza Strip the civil society is an arena for the ongoing internal conflict between Fatah and Hamas. The Palestinian Authority has closed down around 200 Islamic charities in the West Bank during the last two years claiming that they represent infrastructure for Hamas<sup>6</sup>. In the Gaza Strip, the Hamas government is considering the NGO sector as representing opposition and NGOs with staff and board members associated with the Fatah party are harassed and organisations closed by different means. The churches and its leaders have shown ability to continue its work under different regimes, be it the Israeli occupation, PLO and Fatah or the Hamas.

In Israel, the government is pressing for new legislation and regulation of the NGO sector. Human Rights organisations risk being labelled as "political entities" and tax exemption is suggested by lawmakers to be withdrawn. Organisations and its staff are increasingly subject to harassment as well as arrests<sup>7</sup>. There is also a large civil society in Israel and a part of this civil society is concerned with Palestinian Human Rights. These organizations are subjected to increasing criticism from Israeli authorities as mentioned above, but play a central role in addressing the State of Israel as a duty-bearer. They serve as important watch-dogs and are keys in addressing attitudes towards the Palestinians in Israeli society and holding the state accountable.

### **1.3 NCA's comparative advantages in country**

NCA is owned by churches of different denominations in Norway. In our constituency there is a history of engagement between churches in Norway and churches in what many term as "The Holy Land". This history includes direct links between parishes in Norway and in Israel, The Occupied Palestinian Territory as well as relations to churches in Jordan, Syria, Lebanon and Egypt. These relations go beyond Norway. Through international networks such as ACT Alliance, World Council of Churches, APRODEV Middle East Working Group and the Lutheran World Federation, NCA is committed to working in world wide alliances that can serve as vertical links for Palestinian churches and faith-communities. These vertical links are central when advocating for rights and addressing powerful duty-bearers. NCA has a comparative advantage in this rootedness in communities in the north and in the south, and aim to address Palestinian right deficits by mobilising Palestinian, Israeli and international faith-based organisations.

NCA comparative advantage is also its long and uninterrupted engagement in the Middle East with churches in the region through Middle East Council of Churches, the Lutheran World Federation in cooperation with the Lutheran Evangelical Church of the Holy Land and Jordan, and the Anglican Church. The engagement started with relief to Palestinian refugees on the Mount of Olives in East Jerusalem in 1954. There has been continuity in staying with these core partners that are churches and its diaconal institutions well rooted in local communities and under Palestinian leadership for decades. The ACT Alliance represents strengthening the relations between north and south further. NCA has a comparative advantage in its emergency preparedness capacity. The local context is characterised by regular escalation of armed conflict between Israel and the Palestinians and between Israel and Lebanon. NCA will continue to play an active role in strengthening coordination and cooperation among the ACT Alliance members when working in emergencies. NCA's emergency roster can mobilise resource persons during acute emergency and strengthening coordination, awareness of emergency standards, joint advocacy and thematic capacity in water, sanitation and psychosocial support.

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<sup>6</sup> See Hilde Granås Kjøstvedt "Mot en politistat" Morgenbladet 01.10.2010.

<sup>7</sup> See [Human Rights Watch](#) news release 07.02.2010.

## **1.4 Relevance in relation to development priorities**

### **1.4.1 Relevance to national policies, plans and priorities**

The Palestinian Reform and Development Plan (PRDP) is in its last year in 2010. In 2009 Prime Minister Salam Fayyad announced that a Palestinian state will be declared in 2011. The Palestinian Authority has presented a programme entitled "Ending the Occupation, Establishing the State" outlining several goals in preparation for statehood, that lays out the vision, foundational principles and national goals for the future Palestinian state, as well as institution-building and sector priorities. The sector priorities are presented in four broad themes; governance, social, economy and infrastructure. The two Palestinian de facto authorities with different ideologies represent a challenge. NCA will work with our partners to follow the priorities of the Palestinian Authority in Ramallah with regards to the National Development Plans in the field of health. However partners in the Gaza Strip will also have to relate to the de facto authority there.

### **1.4.2 Relevance to Norwegian development objectives**

Norwegian development objective for the Occupied Palestinian Territory is to contribute towards state building as a step towards a political peace process that will lead to a two-state solution<sup>8</sup>. NCA defines its role to contribute towards Palestinian nation building by strengthening Palestinian church and faith-based organisations and their institutions. The institutions of the churches will be pillars in a future state such as the Augusta Victoria Hospital, the schools run by the Evangelical Lutheran Church of Jordan and the Holy Land and the vocational training centres run by LWF as well as the Middle East Council of Churches in Gaza. Norwegian officials have also stated that Norwegian priorities for the coming years will be to focus geographically on East Jerusalem and Gaza Strip<sup>9</sup>. The Palestinian education and health institutions in East Jerusalem are of particular relevance as these are serving Palestinian social, health and educational needs in the city as well as preserving, not only Christian presence, but Palestinian and multi religious presence in the Holy City of Jerusalem.

NORAD has outlines six principles for support to civil society<sup>10</sup>. NCA is mobilising the local Palestinian churches for meeting humanitarian needs and advocating Palestinian rights. NCA is also seeking to partner with Israeli faith-based organisations, advocacy and human rights groups in holding the State of Israel accountable as a duty-bearer for respecting humanitarian law and Palestinian human rights. NCA is contributing towards good-governance by support to strengthening a civil society that can serve as watch-dogs and rights advocates and counter authoritarian trends in Palestinian politics, rooted in faith-based organisations but supplemented by specialised resource organisations.

"Norwegian Humanitarian Policy" published in 2009 defines Norwegian priorities in emergencies<sup>11</sup>. NCA aims at mainstreaming gender in all its programs including the adherence to the IASC guidelines on gender in emergencies. Civilians, including women and girls, lack protection and NCA is concerned with the increasing number of civilian casualties during the armed confrontations. The responsibility to protect is a compelling concern during the recurring humanitarian crisis that erupts in the area. NCA will contribute towards Norwegian government's strategy to implement UNSCR 1325 by engaging with local women organisations as resource partners for NCA in our work for women's rights to protection and participation<sup>12</sup>. NCA local staff and emergency personnel is also trained in UNSCR 1325.

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<sup>8</sup> See [NORAD](#) country pages.

<sup>9</sup> Jerico conference arranged by Norwegian Representative Office to the PA, 24-25 April 2010 and follow up dialog between NORAD and Norwegian NGOs, 11 September 2010 in Oslo.

<sup>10</sup> Principles for NORAD's Support to Civil Society in the South, Oslo, May 2009.

<sup>11</sup> [Norsk Humanitær Politikk](#), White paper no. 40, 2008-2009.

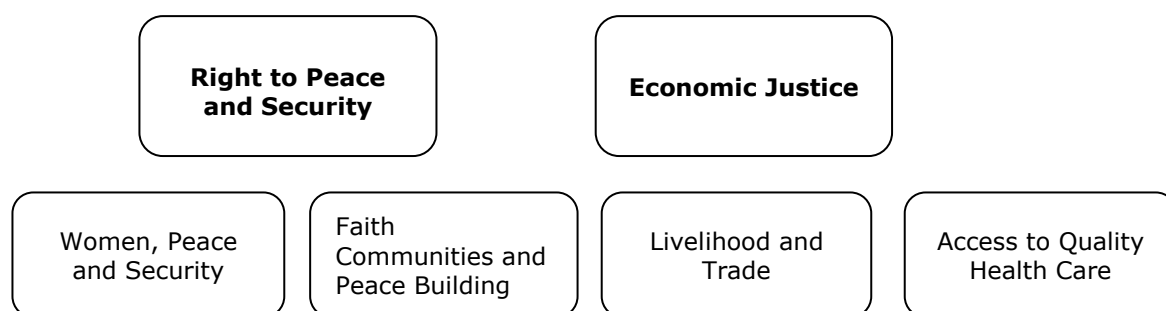
<sup>12</sup> Norwegian Government's [Action Plan](#) on the Implementation of UNSCR 1325 (2000) on Women, Peace and Security, March 2006.

## 2. MAIN INTERVENTION STRATEGIES

The geographic focus is The Occupied Palestinian Territory. Israeli civil society is included in the country strategy with their important role as watch-dogs addressing Israel as a duty-bearer. Palestinian refugees are part of the Palestinian nation, and as long as the refugee issue remains unresolved, NCA will continue to reach the refugees as a target group through faith-based organizations, primarily the Middle East Council of Churches.

### 2.1 Strategic Priorities and Programmes

NCA in The Occupied Palestinian Territory and Israel has chosen two strategic priorities and four program areas for 2011-2015.



- Faith-based organizations have increased their engagement for women's participation and protection.
- Women organizations have advocated women rights to protection and participation with a common agenda.
- Women, including refugees and IDPs, have improved access to services that meet basic needs for protection.
- Documentation of the impact of war and armed conflict on women and girls' lives has been produced and duty-bearers confronted.

- Ecumenical accompaniers have accompanied vulnerable civilians through protective presence.
- Faith-based organizations have advocated for the right to movement and residency rights in Jerusalem.
- Legal services have been provided to victims of house demolitions/evictions and land confiscations
- Constituencies of NCA speak up against violations of human rights in oPt and Israel.
- Faith-based schools are actors in peace building and contributing to the formation of youth and children.

- Palestinian communities have mobilized internal and external forces to address needs and priorities in the communities.
- Marginalised young Palestinians have been better prepared and equipped for the labour market.
- Freedom of movement for people and goods to and from Gaza has been advocated.

- Palestinians have access to quality health care services in oPt through faith based health institutions.
- Quality of services is improved by capacity development between Palestinian and Norwegian health institutions.
- Mothers and children have access to preventive, primary health care.
- Clinics are arenas for addressing women's wellbeing and empowerment.

## **2.2 Strategies for strengthening local civil society from a rights based approach**

Rights Based Approach (RBA) will continue to be central to programming. This implies empowering rights-holders in the oPt and challenging duty-bearers in Israel, oPt and international actors.

### **Mobilizing communities for political and social change**

NCA is working with local ACT Alliance members, faith-based organisations and resource organisations in local communities. The rights-holders are women victims of military operation and violence in society; Palestinians living in need of protection of land and houses; poor and marginalised youth in need of access to education and income opportunities; and chronic ill patients and their families in need of quality health services. Communities can be empowered to mobilise resources for addressing their problems and NCA will seek to work with partners that can also challenge duty-bearers such as the Government of Israel, the Palestinian Authority, the Hamas government and local authorities.

### **Building vertical and horizontal alliances and networks**

The members of ACT Palestine Forum are DCA, CA, IOCC, LWF, ELCJHL, MECC/DSPR, YMCA East Jerusalem in addition to NCA. NCA will continue to strengthen coordination and cooperation within the ACT Forum. There is work to coordinate jointly emergency response and seek ways to pool resources, including joint advocacy. The ACT Alliance together with World Council of Churches, Lutheran World Federation and APRODEV represents important vertical links that can assist local voice to be heard internationally.

### **Mutual capacity development**

The ACT Palestine Forum will continue to be a central arena for mutual capacity development. Mapping of the members' strengths, opportunities and needs will form the basis for annual capacity development plans agreed by the Forum. Relevant issues for capacity development are program development, RBA and LFA, financial management, monitoring and evaluation systems and international humanitarian standards like HAP, Code of Conduct and gender equity.

## **2.3 NCA Integrated Approach**

NCA has integrated its long term development cooperation with emergency preparedness. However, the long term development cooperation will continue to constitute the largest share of the work. A joint emergency preparedness plan is in progress within the context of the ACT Forum where the eight ACT Alliance members coordinates its work. ACT Appeals are mechanisms for joint planning and coordination and is currently addressing humanitarian needs in Gaza and the West Bank. By end of 2011 a joint emergency preparedness plan will be finalized that will also enable the ACT partners to have concerted efforts in acute emergencies and build on the experiences from the war on Gaza in 2009.

An example of the integration between the long term cooperation, advocacy and emergency response is the relations with the hospitals and clinics of faith-based partners that in emergencies can serve key functions providing emergency medical care as well as a base for distribution of relief. These also have an advocacy role, and play an important role in reporting on violation of humanitarian law in local and international media reporting from close to the battle ground.

The long term development cooperation of NCA is with a Rights Based Approach. Advocacy is integrated in the programs with both advocacy in the local communities and by mobilizing the vertical links described in 1.3. The advocacy topics are all rooted in the practical work of the partners, such as addressing the right to access to and from Gaza for patients going for specialized care in hospitals in Jerusalem. The diaconal institutions

of the churches in Jerusalem provide services to the Palestinian population and are also tools in addressing the falling number of Palestinian residents in Jerusalem due to Israeli restrictions on residency rights. A good example of how vertical links can be mobilized is the EAPPI program of the World Council of Churches called upon by local Palestinian church leaders. Accompaniers from our constituencies in the North are mobilized for practical peace work in Palestinian communities witnessing violations, providing protection and returning home with their stories.

## **2.4 NCA Accountability Commitments**

NCA will focus on further development and quality assurance of our accountability to rights-holders, host communities, partners and other stakeholders based on the HAP accountability and quality management standards<sup>13</sup>. Clear commitments and expectations on accountability in our relationship with partner will also be developed and adapted to the specific partnerships. The ACT Palestine Forum will work together on implementing partners' accountability with a focus on provision of information, securing participation, and developing systems for feedback and complaints focusing on right-holders and host communities during all phases of project and program implementation.

## **2.5 NCA Commitments to mainstreaming development principles**

### ***2.5.1 Gender equality***

Grounded in NCA Statement of Principles and policy documents by WCC, ACT and LWF, NCA has a commitment to women's rights and gender equality which recognizes that gender inequalities and continued discrimination of women are based on unequal power relations, access to resources and assets. A right based approach to changing this through addressing the distribution of power, resources and responsibilities whilst challenging men's attitudes, behavior and patriarchal structures and values is how NCA foresees contributing to greater gender equality outcomes.

NCA's program on *Women, Peace and Justice* with a focus on the implementation of UNSCR 1325 will contribute to increased women's participation in peace building and promote gender equality. NCA will work for increased gender sensitivity and understanding of different impacts on men and women in conflict situation through the ACT Palestine Forum and promote a more gender balanced representation in task forces, boards and meetings where decisions are made.

Based on this NCA applies the guiding principles of gender-sensitive planning and implementation. NCA as part of the ACT Alliance is also committed to promoting gender equality as a common value and gender mainstreaming as a method of work to achieve gender equality through the ACT's Gender Policy Principles (<http://www.act-intl.org/manual.php>). The Policy Principles outlines how this should be done in humanitarian action, long term development and advocacy.

### ***2.5.2 Conflict sensitivity***

The Occupied Palestinian Territory is a conflict ridden area with the conflict between Israel and the Palestinians effecting everyday life for individuals and for organizations. The escalation of internal conflict with the Palestinian political scene is affecting the civil society as described in 1.2. NCA has in its Statement of Principles and in its Global Strategy committed itself to Conflict Sensitive Programming. NCA's methodology for conflict sensitive programming is drawn from the Do No Harm Project (DNH)<sup>14</sup>. This approach draws upon 20 years of evidence, showing predictable patterns of impact that external assistance has on Dividers (actors who threaten to peace and stability) and

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<sup>13</sup> See [HAP International](#).

<sup>14</sup> For more information please visit [www.cdainc.com](http://www.cdainc.com).

Connectors (actors who support to peace and stability). This evidence is the basis for the DNH training material, which NCA will use to equip staff and partners to develop options for conflict sensitive programming.

The INGOs in oPt risk alienation from the local communities when taking lead in development and humanitarian implementation at the local level. Conflict sensitivity also involves analyzing the power relations between the north and the south actors, and enabling local ownership through partnerships and working against international clientism.

### ***2.5.3 Environmental sustainability***

Grounded in NCA Statement of Principles is a commitment to the protection of the environment as part of the Creation with its inherent value that shall be respected and preserved. NCA shall contribute to the sustainable management of natural resources for the common good of all humanity and the benefit of future generations.

Based on this NCA applies the guiding principles on Climate Change for ACT Alliance programmes. NCA as part of the ACT Alliance is committed to promote justice and rights for woman, men and children affected by climate change. The Guiding Principles on Climate Change for ACT Alliance programmes outlines how this should be done in humanitarian action, long term development and advocacy.

### 3. FUNDING STRATEGY

#### 3.1 Resource Frames 2011-2015

Norwegian MFA is the main funder (76%) with NORAD (14%), ACT Alliance (6%), and NCA own fundraising (4%). A number of smaller individual supporters, schools and foundations are contributors and this is calculated with the NCA own contribution including Jamette and Sverre Marcussen Memorial Fund and Nesbru School.

The plan for the period 2011-2015 is a gradual scaling up of the program without compromising on the principles of concentrated growth.

Programme Area	Funding Source	Expected funding for the planned years 2011-2015 (Million NOK)				
		2011	2012	2013	2014	2015
Women, Peace and Security	NORAD	0,50	0,80	1	1	1,00
	MFA Peace and Reconciliation	2,00	2,00	3,00	3,00	3,00
	<b>SUBTOTAL</b>	<b>2,50</b>	<b>2,80</b>	<b>4,00</b>	<b>4,00</b>	<b>4,00</b>
Faith Communities and Peace Building	NORAD	0,80	1,00	1,50	2,00	2,00
	NCA Own	0,35	0,50	0,50	0,50	0,50
	MFA HUM	3,00	3,50	3,50	3,50	3,50
	<b>SUBTOTAL</b>	<b>4,15</b>	<b>5,00</b>	<b>5,50</b>	<b>6,00</b>	<b>6,00</b>
Livelihood and Trade	NORAD	0,25	0,50	0,70	1,00	1,0
	MFA HUM	1,70	1,70	2,00	2,00	2,00
	ACT Alliance	0,50	0,50	1,00	1,00	1,00
	<b>SUBTOTAL</b>	<b>2,45</b>	<b>2,70</b>	<b>3,70</b>	<b>4,0</b>	<b>4,00</b>
Access to Quality Health Care	NORAD	0,25	0,00	0,00	0,00	0,00
	MFA HUM	8,10	8,50	8,50	8,50	8,50
	ACT Alliance	0,50	0,50	0,50	0,50	0,50
	<b>SUBTOTAL</b>	<b>8,85</b>	<b>9,00</b>	<b>9,00</b>	<b>9,00</b>	<b>9,00</b>
NCA Jerusalem program support and monitoring	NORAD	1,3	1,3	1,3	1,3	1,3
	MFA HUM	0,7	0,8	0,9	1,0	1,0
	NCA Own	0,9	0,9	0,9	0,9	0,9
	<b>SUBTOTAL</b>	<b>2,9</b>	<b>3,0</b>	<b>3,1</b>	<b>3,2</b>	<b>3,2</b>
<b>GRAND TOTAL</b>		<b>20,85</b>	<b>22,5</b>	<b>25,3</b>	<b>26,20</b>	<b>26,20</b>

## **3.2 Proposed funding strategy**

### **3.2.1 Main funding sources**

Norwegian governmental funding is the main funding source. The priority is to consolidate the MFA funded programs that mainly has a humanitarian focus while seek to increase NORAD funding in order to strengthen advocacy and long-term development objectives. The ACT Alliance is a smaller funder but its members have funding potential. EU and UN funding may be approached in alliance with ACT members.

### **3.2.2 Diversification strategy**

New funding sources should be explored such as EU, UN and embassies located in The Occupied Palestinian Territory but this would require increased capacity in programme development and consequently additional documentation such as assessments of needs and baselines. It would also require developing NCA's added value; such as monitoring capacity, capacity in advocacy and capacity development of partners.

The program *Women, Peace and Security* has a main funder; the MFA and its Department for Peace and Reconciliation. Considering that this is a main focus area for NCA we would argue for increasing the funding from NORAD. UN agencies in OPT are also running its own programmes on UNSCR 1325 with local organisations and a clear added value of NCA would be a prerequisite in order to seek cooperation with UN agencies. NCA would like to explore the potential for funding from foundations, but has not mapped what foundations can be approached.

In the program *Faith Communities and Peace Building*, the EAPPI programme is the main project funded by MFA and its Section for Humanitarian Affairs. EAPPI is included in the Consolidated Appeal Process (CAP) coordinated by UNOCHA but has so far not access new funding from CAP. NCA will seek to increasing the NORAD funding and possibly also NCA own funds where smaller contributors are supporting.

*Livelihood and Trade* has projects funded by MFA and its Section for Humanitarian Affairs. ACT Alliance is also expected to contribute to sustainable livelihood. EU is a major donor in this field in the Occupied Palestinian Territory and ways to approach its fund with ACT members can be explored.

*Access to Quality Health Care* has funding from MFA and its Humanitarian Section including a 3-year agreement. NCA will seek to maintain the same level of funding. ACT is also expected to continue funding this sector at the present level

### **3.2.3 Capacity assessment**

The NCA Jerusalem office has today 2 administrative staff and 3 program staff in addition to its expatriate resident representative. To manage the programs NCA will consolidate the capacity of its staff to carry out planning, documentation and monitoring. A first priority will be to strengthen staff capacity in project management and relevant tools such as planning using Logical Framework Approach, developing programs with a Rights Based Approach, as well as developing our monitoring systems and the quality of reporting in cooperation with partner organizations.

Fund raising will be carried out in cooperation between NCA Jerusalem staff, partners and fund raising resources at the NCA Head Office. NCA is member of the local ACT Forum and engaged with the ACT Capacity Development Initiative (CDI). Members are in the process of doing self assessments and a capacity development plan will be developed based its findings. This will include humanitarian standards, gender, monitoring and

accountability (Human Accountability Partnership). Thematic competence and capacity will be developed with regards to gender, community based psychosocial support, peace building and emergency response and preparedness.

#### **3.2.4 ACT Alliance coordination**

Coordination and cooperation through the ACT Palestine Forum will be the major strategy for NCA Jerusalem when it comes to utilisation and development of both human and financial resources. The Capacity Development Initiative of ACT is already in the process and it is expected to generate capacity development plans to be launched in 2011. An emergency preparedness plan is under preparation and is developed as a joint ACT Palestine Emergency Preparedness Plan. Coordination and cooperation through the ACT Forum will also contribute to utilising resources in a more rational way. The joint office in Gaza is an example of this. Co-location of ACT partners in Jerusalem may be considered during the next five year period.