

# Witness Center for Citizen Rights and Social Development-SHAHID

## Strategic Plan 2022-2055



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## **The Witness Center for Citizen Rights and Social Development-SHAHID**

### **Introduction**

The Witness Center for Citizen Rights and Social Development-SHAHID utilizes strategic planning as an effective tool to enhance its performance and advance its administrative and program capabilities. The strategic plan undoubtedly will aid in the development and advancement of the center's administrative and program performance, support its organizational structure, and progress its human resources capabilities. The strategic plan is also set to strengthen the center's planning, organizational, oversight, and directional abilities, as well as other internal and external aspects like public relations, media engagement, networking, affiliations, and coalitions. Moreover, the plan guarantees the overall advancement of the center's ability to establish contact with target groups, volunteers, official and civil bodies, as well as the local community in general.

Furthermore, strategic planning will help the center to transition from a reactionary state to organized, pre-planned action, culminating in sustainable and integrated development achieved across all sectors of the Palestinian community. The planning process enables SHAHID to identify a strategic framework of its operations by reformulating and refining the center's vision, mission, goals and strategic objectives, and future programs in the years to come.

In developing its strategic plan, SHAHID observed a methodology of reviewing and assessing the center's literature, programs, and previous operational and developmental plans. Numerous strategic planning meetings were held with members of the Board of Directors, executive staff and employees to review the center's work strategies, goals, and development trends, as well as conduct a SWOT analysis of internal and external factors facing the center's operations in the upcoming stage.

The current strategic plan 2019-2024 is a continuation of the administrative development approach adopted by SHAHID. This approach has contributed to implementing changes to the center's performance, programs, and human resources capabilities, particularly in

light of past results and achievements. Our hope is for the current strategic plan to help advance the center, develop its capabilities, and enable it to overcome major challenges, including but not limited to facing a shortage of funding opportunities and necessary support for its programs, as well as prioritizing maintaining a stable performance level, sustaining job stability for the center's staff, and ensuring future continuation of the center's work, programs, and activities.

**Chairman of Board of Directors**  
**Mr. Adeeb Saleem**

## **Overview**

### **About SHAHID Center**

The Witness Center for Citizen Rights and Social Development-SHAHID is a Palestinian community initiative, working under license NA-7325-S, that aims to prioritize citizens' rights in the Palestinian public opinion agenda. The center has continuously worked to implement numerous programs and projects aligned with its vision and community message to develop and advance the Palestinian community through focusing on different societal groups, mainly women and the youth, to facilitate capacity building and enhance their community participation. Moreover, the center actively participates in improving the standard of living of marginalized groups, as well as providing for numerous community needs through humanitarian projects that target broad sectors of the Palestinian people, with a particular focus on marginalized and remote communities, and those threatened.

Since its establishment, SHAHID has consistently and successfully aimed to implement unique, high-caliber projects capable of delivering different services to the target groups, working with women and the youth, as well as promoting and consolidating values of integrity, systems of accountability, and practices of good governance within the Palestinian community in order to achieve integrated and sustainable development across the entirety of the Palestinian society.

### **Programs and Activities**

The center aims to achieve its goals through three main programs:

- **Mediaprograms**

The center carries out a plethora of projects and activities to advance the adoption of principles of human rights and gender equality in the media, as well as bolster media content that caters to the needs of marginalized groups, including:

- **From the Camp:** a social media platform conveying the economic, social, and political rights of Palestinian refugees in refugee camps in the West Bank, Gaza, Jordan, and Lebanon. The platform aims to shed light on the needs and expectations of refugees and immigrants, as well as shatter stereotypical images

of refugees in order to advance their chances in integrating their rights into development policies.

- **Citizen Platform:** a project to train a group of young journalists to use mobile journalism in order to express freely on social media platforms.
- **Khashif:** The center founded and developed a media observatory to fact-check and monitor hate speech as part of an oversight initiative to combat fake news and dispel rumors.

- **Capacity-building program**

This program carries out field projects to advance the capacities and capabilities of the Palestinian youth and social activists in the field of human rights, campaigning, and leadership skills, particularly in the old city of Nablus, as well as journalism students in An-Najah National University, Birzeit University, and al-Quds University.

These projects include:

- **Youth for Health Rights:** Palestinian and Danish youth working together to raise awareness of health rights and engage the youth as a driving force of positive social change in the old city of Nablus.
- **Erasmus+ exchange program:** Palestinian youth participating in the Erasmus program exchange their experiences, knowledge, and culture with youth from around the globe.
- **Youth Right to City:** A total of 30 young Palestinians were part of the strategic development planning in their municipality to enhance its response to the needs and rights of the youth.

- **Think-Tank Program**

This program aims to implement policies and position papers that cater to the youths' needs and outlook on general issues, especially in relation to media, legislation, and human rights. The program includes two main projects:

- **100 Intellectuals Talk to the Palestinians:** a campaign aiming to bridge a dialogue between key actors of the Palestinian civil society and international intellectuals with a vision and viewpoint on the Palestinian-Israeli conflict.
- **U- Think:** A Think Tank center working on formulate policy papers reflect alternatives perception for development and political causes. These papers will contribute and feeding the decision makers with the recommendations.

### **SWOT Analysis (internal and external environment analysis)**

The following analysis summarizes the most important positive and negative factors - namely the points of strengths, weaknesses, opportunities, and threats- facing the center's work in its effort to achieve its mission, vision, and strategic goals:

#### **First: Strengths and Weaknesses**

This represents the center's key areas of strength and weakness in relation to its organizational and program structure, human resources capabilities, internal systems and policies, efficiency, as well as all aspects of the center's work that can be summarized as follows:

#### **Strengths**

1. The board of directors' well-established and connected relationships with numerous institutions and bodies can provide support and facilitate funding opportunities for the center.
2. The center exhibits and exercises an interest in advancing values of transparency and integrity in all aspects of its operations and among the target groups and beneficiaries of its various services.
3. The center retains in writing a clear vision, mission, values, and goals that shape the framework of its work and strategic trends.
4. The center relies on multiple funding sources, including international bodies and the private sector, to allocate necessary funds for its various programs.
5. The center has several self-sufficient resources and funding sources in the form of a training center.



6. The center employs qualified staff with utmost commitment and dedication to implementing its vision and development mission.
7. The center maintains a network of volunteers and youth leadership figures interested in working alongside the center and participating in its activities and programs.
8. The center boasts a network of noteworthy external relations with a plethora of regional and international institutions.
9. The center is a member of numerous local, regional, and international networks and coalitions, most notably Anna Lindh Foundation, Erasmus+, and others.
10. The center carries out unique and high-caliber programs and activities encompassing the scope of its work and development interests.
11. The center enjoys a regional presence with representatives in multiple Arab and European countries.
12. The center keeps a computerized financial system that aids in regulating and implementing optimal financial procedures and practices. Additionally, the center follows a clear and specific manual of financial policies and procedural systems provided in writing.

### **Weaknesses**

1. Limited number of staff compared to the nature of the center's activities and programs.
2. The center suffers a shortage of key job positions and programs, such as the lack of public relations and media staff.
3. The center exhibits a weakness in raising sufficient funds and support necessary to implement its programs and ensure its sustainability.
4. Media promotion and coverage of the center's programs and achievements fall short compared to the extent of its on-the-ground successes.

## **Opportunities and Threats**

This refers to the reality of the center's external environment and the various aspects of its work that are primarily connected to the political and social reality, fundraising, external relations, media, target groups, and volunteers - all of which can be summarized as follows:

### **Opportunities**

1. Potential sources of funding with exhibited interest in the center's areas of work.
2. Some of the funding bodies focus on programs and projects pertaining to development causes and concepts of civil society.
3. Potential cooperation opportunities with local and international institutions and networks as a direct result of the center's internal and external connections and networking.
4. Official interest in the center's programs and activities.
5. The rise of numerous community needs that can be tackled by the center, particularly in light of recent events and their impact on civil institutes.

### **Threats**

1. Lack of available funding opportunities and differing agendas of funding bodies due to the current political circumstances.
2. Political and economic instability in Palestine.
3. Limited official support offered to some development projects in the civil sector.

## **General Strategic Framework**

### **Vision:**

The Witness Center for Citizen Rights and Social Development-SHAHID has devoted its goals and vision during its general assembly's latest meetings to fall in line with the fifth, tenth and eleventh goals of the Sustainable Development Goals (SDGs) calling for achieving gender equality and reducing inequality within society or between societies. Moreover, the center is committed to enhancing the inclusiveness of cities and their response to the needs of different groups, particularly the marginalized groups, including refugees, women and people with disabilities.

### **Mission:**

The Witness Center for Citizen Rights and Social Development-SHAHID aims to create a Palestinian society that believes in human rights values and provides an environment that embraces the rights of marginalized groups, especially women, youth and people with disabilities. SHAHID works primarily with the youth, especially in north of the West Bank.

### **Values, target groups, and scope of work**

#### **Principles and Values**

The center seeks to achieve its vision and goals through keen commitment to implementing a collection of key principles and values throughout the entirety of its work, systems, and activities. These key principles and values can be summed up as follows:

- **Regional and international level**
  - Abiding by all international human rights conventions, treaties, and agreements.

- Respecting all international principles and values pertaining to dialogue, tolerance, and civil society concepts.
  
- **Palestinian level**
  - Complying with all Palestinian laws, including the Basic Law.
  - Abiding by values of integrity, transparency, and accountability, as well as committing to anti-corruption advocacy.
  - Belief in the principles and foundations of democracy, equality, and good governance.
  - Respecting all positive Palestinian society values, customs, and norms.
  - Strengthening the Palestinian citizen's steadfastness and endurance in the face of difficult living conditions.
  
- **Staff and volunteers level**
  - Commitment to concepts of teamwork and the spirit of a unified team.
  - Respecting staff members' opinions and promoting their participation in advancing the working philosophy and strategic trends of the center.
  - Promoting individual and collective initiatives among staff members and volunteers, and incorporating their input into the center's activities.
  - Belief in the importance of volunteer and humanitarian work, and its role in sustainable development.
  - Involving staff members and volunteers in all aspects of operations, from planning and program design to execution and assessment.

### **Target Groups**

The Witness Center for Citizen Rights and Social Development-SHAHID particularly targets the youth and women, stemming from the belief that these groups are among the most important and influential groups, capable of interacting with societal issues and

active involvement within the center's various programs and activities. Thus, SHAHID's main target groups include:

- Youth of both genders
- Women
- Journalists and various media bodies
- Legal professionals and workers
- Local community in general

### **Scope of Work**

SHAHID seeks to implement its various activities and programs across the West Bank and Jerusalem through its network of volunteers and target groups that aid in carrying out these activities in different cities. Additionally, the center's regional and international work and presence are promoted through its representatives in a number of Arab and European countries.

### **Memberships**

The Witness Center for Citizen Rights and Social Development-SHAHID is an active member of numerous regional and international coalitions, alliances, and networks that boast a positive role in advancing values of integrity, transparency, good governance, and anti-corruption through a plethora of international programs and activities. The most notable of these memberships and networks include:

1. Anna Lindh Foundation
2. Erasmus+
3. International Association for Education and Cooperation ( AICEM):

This global organization, headquartered in Italy, aims to provide children and youth across the world with skills and capabilities that allow them to implement the change they want to see in their own communities through comprehensive qualifications and well-rounded educational tools, procedures, methodologies, and models.

4. The Civil Coalition for Promoting Civil Peace and the Rule of Law: Based in Palestine, this coalition aims to advance social harmony, create

objective conditions that facilitate building bridges between different societal groups, strengthen collective dialogue, monitor civil harmony, and support the rule of law.

### **Theory of change and Strategic Pillars and Goals:**

Shahid is committed to fostering a Palestinian society that prioritizes human rights and inclusivity, especially for marginalized groups such as women, youth, and people with disabilities. These groups face significant barriers in decision-making, media access, and social and economic opportunities. Shahid's theory of change outlines a strategic approach to overcoming these challenges through targeted media advocacy, empowerment initiatives, and youth development programs.

### **Challenges**

Marginalized groups in Palestinian society encounter several key obstacles:

Women: Despite advances, gender inequality remains pervasive, hindering women's access to education, economic opportunities, and decision-making roles.

Youth: The young population faces limited job prospects, restricted mobility, and political disillusionment, affecting their ability to contribute to societal change.

People with Disabilities: Accessibility issues and social exclusion are significant challenges for people with disabilities, limiting their full participation in society

Refugees:

### **Strategies and Activities**

- Media Advocacy:
  1. From the Camp "Sada" Platform: Trains young journalists in digital journalism, focusing on refugee camp issues to promote unbiased reporting.
  2. Kashif Platform: A media monitoring initiative that counters fake news and rumors, establishing a credible information verification source.

3. Citizen Platform Project: Conducts training courses for young journalists in refugee camps on mobile journalism and social media, empowering them to express their opinions and raise awareness about camp issues.

- **Empowerment:**

1. Youth Right to City Project: Involves young people in municipal strategic planning, increasing their participation in local governance.
2. Women Lead Project: Increases legal awareness and capacity to combat violence against women, in collaboration with Oxfam and the EU, empowering women with leadership skills and legal knowledge.

- **Youth Development:**

1. Youth Lead Peace Project: Promotes non-violence and trains young peacebuilders.
2. EUROMED GIRL POWER Project: Focuses on combating social exclusion and unemployment among young women by fostering their creative and innovative potential.
3. Erasmus+ Projects: Facilitates exchange programs for Palestinian youth, enhancing cultural understanding and knowledge exchange.
4. 100 Intellectuals Talk to the Palestinians: Creates dialogue between Palestinian civil society and international intellectuals, enriching the discourse on the Palestinian-Israeli conflict.
5. U-Think Project: Formulates policy papers on development and political issues, contributing to policy development with alternative perspectives.

**Intermediate Outcomes**

- Increased Capacity: Marginalized groups gain the knowledge and skills to advocate for their rights and participate in governance.
- Media Shift: A rights-focused media landscape emerges, combating misinformation and promoting gender equality.
- Inclusive Policies: Policies are developed that address the needs of marginalized communities, fostering a more inclusive society.

### **Long-Term Impact**

**Inclusive Society:** A society that respects human rights and offers equal opportunities for all, ensuring that marginalized groups are integrated into decision-making processes.

**Sustainable Development:** Achievement of goals related to gender equality, reduced inequality, and inclusive urban development, contributing to the overall betterment of Palestinian society.

### **Mechanisms of Change**

- **Capacity Building:** Education, training, and skill development empower individuals to participate effectively in societal and governance processes.
- **Advocacy and Awareness:** Utilizing media and public discourse to raise awareness about human rights and gender equality.
- **Policy Engagement:** Research, dialogue, and participation in decision-making processes influence policy to better address the needs of marginalized groups.
- **Community Involvement:** Engaging local communities, particularly in the northern West Bank, to foster grassroots support for human rights and inclusivity.

### **Monitoring and Evaluation**

Shahid employs a rigorous monitoring and evaluation framework to track program outcomes and impact:

- **Regular Assessments:** Systematic evaluations are conducted to monitor progress towards objectives.
- **Feedback Mechanisms:** Continuous feedback is gathered from participants and stakeholders to inform program improvements.
- **Data Analysis:** Both qualitative and quantitative data are utilized to measure the effectiveness and impact of initiatives.