



Strategic Plan (Second draft)
Culture and Free Thought Association (CFTA)
(2022 to 2026)

September 2021

About CFTA

The Culture and Free Thought Association (CFTA) is a knowledge-based organisation, which has been working in Khan Younis and the middle camps of the Gaza Strip since 1991. CFTA's current work stems from a first initiative of its kind, the "Al Shruq Wal Amal" centre 1 for children, set up during the first Intifada. Today, CFTA is constituted of seven centres, which provide a wide range of services for children (ages 6 to 16), youth (ages 18 to 35) and women and men (16 and more) from the most vulnerable areas of Khan Younis and Middle Area Camps. CFTA runs seven community centres that are currently serving children, adolescents, youth and women in addition to the support to CBOs. The centres are:

- Shruq Wal Amal 1 established in 1991 for children at the age of 6 to 12 at Khan Younis block C
- Shruq Wal Amal 2 established in 2019 for children at the age of 6 to 12 at Al Buraq newly established neighbourhood west of Khan Younis camp
- Al Nowwar centre established in 2006 for children at the age of 6 to 12 at Al Batn Al Samin Area
- Bunat Al Ghad centre for adolescents which was established in 1993 at Hai Al Amal neighbourhood
- The Youth Cultural centre established in 1997 at Hai Al Amal neighbourhood
- The Women Health centre (WHC) established in 1995 at al Bureij camp
- And Wessal Network established in 2006 at al Buraq neighbourhood.

The location of CFTA's are in both al Bureij camp and Khan Younis. The outreach covers all middle camps areas and the southern areas of Gaza Strip

Through all its centres and programs, annually, CFTA works directly with 3200 individuals:

1400 children (700 boys and 700 girls between 6 and 16 years old), including 120 children with disabilities,

- 400 youth (200 men and 200 women, including 15 youth with disabilities,
- 1000 women and 300 men (ages 18+) including men and women with disabilities
- 200 services providers through the networking and coordination with local CBOs and NGOs.
- In addition to 200 community members who are engaged in the Community Resilience Enhancement Committees the local CRECs

In order for CFTA to maintain quality of services provision and engagement with the target groups, CFTA employs approximately 93 professional staff from both genders including persons with disabilities who are based at the 7 different centres and in the field. In addition, annually, CFTA provides job creation opportunities to more than 60 persons of both genders including persons with disabilities through its programs. Also, CFTA is engaged with more than 120 agents of change at all its centres. Some of whom started with CFTA as children in the 90s.

General Context

The Gaza Strip has one of the highest population densities in the world with an average of 6,028 persons per km². It is under occupation, full blockade, political

internal divide and deteriorating humanitarian situation. The World Bank [Rapid Damage and Needs Assessment \(RDNA\)](#) stated that the alarming unemployment rate in Gaza is roughly 50% and more than half of its population lives in poverty. Following May's hostilities, 62% of Gaza's population were food insecure.

Gaza under COVID: Today, Gaza Strip is in its fourth wave of corona with 403 cases that needs to be hospitalized and 284 cases that are between critical and dangerous. These numbers are considered to be very high given the already collapsed health system in Gaza Strip.

Corona situation in Gaza has been impacting all aspect of Palestinian life. According to Ministry of health, today, the total number of Gazans who contracted corona is ١٥٢٣٩٠, while current active cases are 21179. The total number of recovered people is ١٢٩٩٦ while 1245 passed away. The situation is still dire as the total number of targeted people to be vaccinated so far is still very low 28%. Unfortunately, the pandemic is impacting not only the health situation but as well the education, economic and mental wellbeing of the people in Gaza.

Strategic framework 2022 to 2026

Vision

CFTA aspires to a society where every Palestinian enjoys social justice and human rights as enshrined in the Universal Declaration of Human Rights and other international human rights treaties.

Mission

We contribute to empowering and strengthening the resilience of Palestinian society through dual participatory development and humanitarian interventions and programs based on the principles of social justice and the Human Rights Based Approach.

Values

- Accountability, integrity and transparency
- Respect for Palestinian identity, Palestinian rights and resilience
- Respect the principles of human rights including equity, equality, dignity, accountability, rule of law, transparency, tolerance, respect, non-discrimination
- Learning and Flexibility
- Creativity, proactive and innovation
- Protecting the environment

Key drivers

- Effectiveness and quality in our work
- Passion. We are passionate about our work and the meaningful impact on people and the society.
- Community driven. Survivors and community led responses based on the participatory HRBA
- Empowerment. We seek to inspire people, and communities to take action.

Adopting the recommendation of last evaluation:

In 2020 CFTA accomplished its previous 5 years strategy which was extended to one year because of the Covid emergency in Gaza Strip. External evaluation was carried out during 2021 to examine the impact and achievements harvested by the previous strategy. The recommendations of the evaluation is integral part of the development of the current strategy which builds on its findings. The “Support to Safe Spaces for Women, Youth and Children in Gaza Strip” evaluation was supported by SDC. The evaluation concluded that CFTA’s work is relevant within the geographical areas and the interventions conducted at the extremely vulnerable areas. The interventions implemented are needed and responsive. The target groups are in dire need for CFTA’s interventions within the current context. Therefore CFTA will build on previous achievements over the past 5 years and will continue to enhance based on lessons learned. The evaluation however, presents some findings which were identified and presented as recommendations for CFTA to advance its work. Following are the main recommendations of the evaluation :

At the strategic level:

- Institutionalise the promoted decentralised approach in the decision-making process.
- Reinforce the MEAL with needed resources, including human resources, thus improving reporting.
- Keep on working on cooperation and networking among CBOs and NGOs.
- Encourage volunteerism, providing remuneration and prioritising them during job openings.
- Enhance advertisements for any service provided through means other than papers.
- Keep on working on cooperation and networking among CBOs and NGOs
- Refresh infrastructure and tools to improve people with disability inclusion which will be mainstreamed at all CFTA

At the activities level:

- Identify dynamics that encourage parents, especially males, to participate in project activities.
- Expand the non-formal education activities focusing on literacy and numeracy as well as 21st-Century skills.
- Engaging youth, pay more attention to specialised training that opens job opportunities.
- Providing work space for freelancers and provide contracting and contractual support.

At the partnership level:

- Proactively engage with partners through the Steering Committee, mainly at the strategic level, while ensuring the achievement of agreed-upon benchmarks.
- Knowing that both organisations are in the process of developing their strategies, it's somewhat relevant to cooperate, benefiting from the strength of each other.

- Encourage partners to cooperate and identify commonalities while developing their strategic plans; simultaneously, identify means to ensure that this is becoming a partners' practice and not a donor-driven approach.

CFTA approach

CFTA applies participatory HRB approach on all its programs and centers. The principles and standards adopted by CFTA are derived from the international human rights treaties (especially CRC and CRPD and UNSC Res 1325). Diversity, age and inclusion are at the heart of CFTA's HRBA approach taking into consideration equity and equality for all. Our age, gender and culture responsiveness and diversity inclusion approach seek to ensure that all persons of concern are fully engaged and participating in making decisions that affect them, and that they are given the space and opportunities to enjoy their rights on an equal footing with others within the organization. CFTA mainstreams inclusion into all its programs and into all levels of CFTA's structure. The focus is on not only on people with disabilities, but also on other minority groups and vulnerable communities (social and culturally responsive approach). CFTA also includes the adaptation of the Survivor and Community Led Response (SCLR), which enables the targeted communities to design, plan and implement actions/interventions that aim to reduce negative impact and mitigate risks of crisis and respond to the humanitarian needs at the community level. SCLR build on available resources among target groups and within the community rather than looking at gaps.

As the humanitarian situation in Gaza Strip continues to deteriorate with no horizon for potential solutions in the near future. CFTA is working towards applying the dual Nexus approach (development/humanitarian). The Nexus approach seems ideal for Gaza context where humanitarian responses are expanding and developmental work is reduced. The articulation of the humanitarian standards and Nexus will support the full package of the strategic path for CFTA in a more systematic way that meets standards.

CFTA will adopt the Core Humanitarian Standards (CHS) and its seven fundamental principles: Humanity, impartiality, neutrality, independence, voluntary service, unity and universality. The CHS will ensure that the ethics and core values are in the heart of CFTA's humanitarian work while working with the target groups during humanitarian crisis and emergencies.

Contribution to 2030 Agenda for Sustainable Development and national strategies:

CFTA's strategy (2022 -2026) is committed and will contribute to Sustainable Development Goals Agenda 2030 (SDGs 2030), especially the following SDGs: Good Health and Well Being (SDG3) which will be contributed to by the work of the WHC and the referrals by case management; Quality Education (SDG No. 4); by allowing children and youth to have access to the necessary knowledge for their well-being and development; Gender Equality (SDG No. 5), not only by targeting girls and boys equally for the different activities but also by giving girls and women, the chance to be involved in activities/topics where they have no place usually and Peace, Justice and Strong Institutions (SDG No 16) through promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels'.

In addition, CFTA will ensure that the SDGs main indicator: Leave No One Behind (LNOB) is fully respected and reported on.

At the national Strategies level and despite the fragmentations between the PA in Ramallah and the de-facto government in Gaza; CFTA's strategy will contribute to the relevant national strategies available. In particular, it will contribute to the health, culture, education, social affairs, women and child protection national strategies.

Theory of Change (TOC) narrative

The ToC was developed in participatory approach with staff, board, partners and target groups. It builds on the previous pathway of the last ToC (2016-2020) with clear integration and accommodation of lessons learned, best practices and recommendations.

CFTA will be working towards building a society where every Palestinian is enabled to influence for positive change which responds to social justice and human rights. It will strengthen the sustainability of the organization, the institutional capacity and digitalization to better respond to the targeted communities within the participatory HRBA. This will be attained by the following four strategic goals to be targeted over the coming five years:

The first strategic goal which will aim at strengthening CFTA's institutional capacity to better respond to the community needs within the Human Rights-based approach (HRBA). CFTA will contribute to better improve and update its protocols, internal policies, systems, procedures and the protected digitalization. The enhancement of the institution will be accompanied by providing the needed skills for its staff to be better equipped and responsive. (Result 1.1).

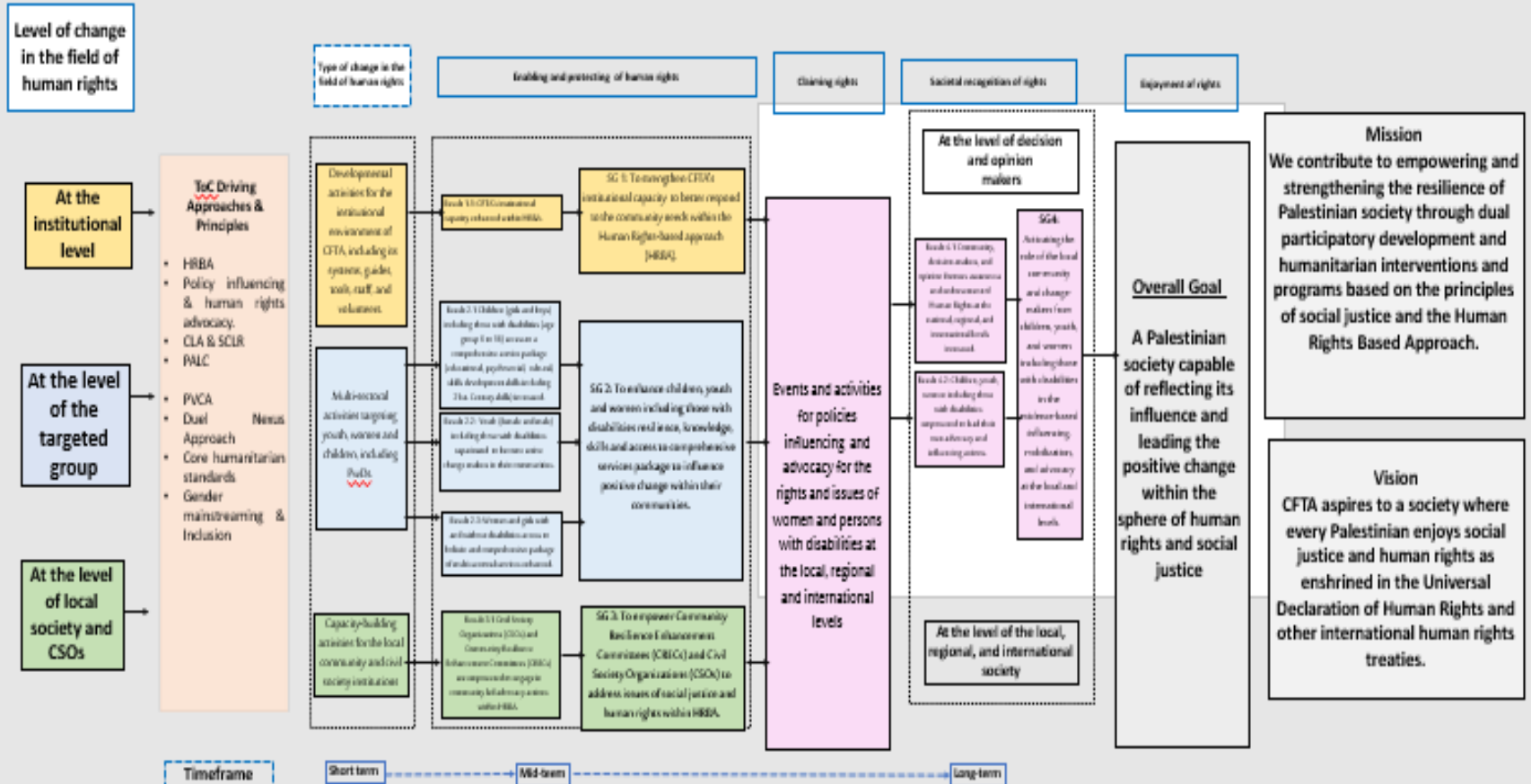
Secondly, CFTA will enhance the resilience of its target groups by providing the knowledge, skills, and empowerment needed. This will be conveyed by the provision of holistic high quality multi-sectoral services including health, education, economic empowerment, culture, Mental Health and Psychosocial Support (MHPSS) etc. to children, youth and women including those with disabilities. The provision of needed services will enhance resilience among the target groups and therefore will facilitate for them to actively engage in influencing actions for positive change at their communities. CFTA will ensure that this process will be participatory, and the target groups will be protected and inclusion will be promoted. CFTA will combine the dual Nexus approach to be better responsive within the current context of Gaza and to ensure protection of sustainable development in the process. It is important to mention here that the enrolment of individuals at CFTA will be accumulative and for long period for each member. Children who starts at the children centers will continue with CFTA at the teenager and youth centers. **(R2.1, R2.2, R2.3).**

Thirdly CFTA will empower Community Resilience Enhancement Committees (CRECs), local activists' groups and CSOs to address social justice, community responses and human rights issues especially issues related to children, youth, women and persons with disabilities. This will be achieved by providing full package of services; skills development, capacity building support, awareness raising and knowledge enrichment. CFTA will facilitate access to resources needed (material and financial resources when available and possible) to support their empowered actions for change. All interventions will be implemented in a participatory approach where

the target groups could have full ownership over their actions and interventions. Accountability and transparency procedures will be developed with the target groups as well. **(Results 3.1, R3.2)**

Finally, CFTA will work **to** increase evidence-base people and community led influencing and advocacy actions at the local and international level. This final goal will crown results harvested by the other three goals at the long run. it will accumulate on the work done towards more localization and shifting powers within community and among agent of change. The different target groups will work collectively and will implement initiatives in favour of increased social justice and human rights. These will be community leaders, youth leaders and groups of people with common concerns who will prioritize their community and people's led influencing actions **(R4.1, R4.2)**

Theory of Change for CFTA



Risks	Mitigation Measures
Legal restrictions and interferences that negatively affect freedom of expression in civil society institutions	Activating accountability, documentation and transparency systems and enhancing the communication with governmental agencies
Security: the siege imposed on the Gaza Strip and the repeated Israeli attacks	Existence of an emergency plan that responds to developments in the Gaza Strip
Corona pandemic: the fourth wave of the Corona virus	Existence of emergency plan and capacity building plan for CFTA in the digital field
Culture of the society: resistance to change	Following do no harm principle and apply a protection policy of targeted groups, and considering confidentiality and privacy
Financial aspects: Insufficient resources	Promote self-financing activities and build a clear strategy and plan for fundraising

Strategic plan (2022 to 2026) are:

Overall objective:

To contribute to building a society where every Palestinian is enabled to influence for positive change that responds to social justice and human rights.

Strategic goal 1: To strengthen CFTA's institutional capacity to better respond to the community needs within the Human Rights-based approach (HRBA).

CFTA identified one result (anticipated change) upon the realization of this strategic objective, namely:

Result 1.1: : CFTA's institutional capacity enhanced within HRBA.

CFTA will continue to build its institutional and staff capacities to be better responsive to the digital transformation process. CFTA will develop detailed Capacity Building Plan which will be supplemented by an annual assessment of the capacity of staff, the main findings of the different internal/external reviews and assessments and any ad hoc needs for capacity development for the institution and the staff. The cost for implementing the full capacity building plan for the first coming three years of this strategy will be covered by different donors and partners. At the same time, some of its activities will be delivered by senior and professional staff at CFTA. As such, the below listed activities are responding to recommendations of previous organizational assessment, evaluations, staff internal capacity building assessment and the recommendations drawn from lessons learned, especially during COVID 19 emergency.

- Review and update the current protection policy and Prevention of Sexual Exploitation and Abuse (PESA), complain mechanisms and procedures tools and provide the required training for staff
- Review and update the Code of Ethics and conducts policy and provide the needed training for the staff
- Developing the inclusion and gender mainstreaming policies
- Reviewing and updating the psychosocial support program manual and the provision of psychosocial professional and emotional supervision
- Developing the Advocacy Strategy with relevant stakeholders and Wessal Network for the coming three years and providing training on advanced digital and non-digital creative advocacy
- Developing the fund-raising strategy for CFTA for the coming 3 years
- Establishing the MEAL Unit with clear mandate, roles and responsibilities and expanding the staff at the unit and providing training on social Impact Indicators, collecting and sharing of lessons learned and accumulative results harvesting
- Updating CFTA security policy and ensure digital protection and security is included
- Specific training in data analysis for evidence based for all CFTA programs
- Preparing the Risk management manual and tools
- Update the current emergency plan for CFTA including the participatory preparedness

- Developing the humanitarian and developmental components of the project within the NEXUS approach and providing the training needed for staff
- Preparing an easy access tool/booklet on Core Humanitarian Standards (CHS) at CFTA and providing training for the staff
- Enhancing the sharing of lessons learned and building on previous achievements
- Enhancing the digitalization within CFTA and at the level of staff including: upgrade all software annually, online security and protection, training and advanced digital security for the staff, target groups and the systems including the MIS), developing CFTA's Website and content to be more accessible in both Arabic and English, enhance the digital archiving of the institution and other ad hoc areas in need for development.
- Advanced English course to cover the essential staff who did not get this training in the previous phase
- Advanced sign language to cover the essential staff who did not get this training in the previous
- Updating and reviewing the financial and procurement manuals, policies and procedures especially during emergency and providing the needed training for staff.
- Training for financial staff at the centers: financial budgeting, planning and financial analysis
- Advanced training on reporting and proposals writing
- Training on internal control and compliance mechanism
- Interactive practical long-term pedagogy and active learning training for educators
- Training for staff on community organization for change and critical thinking tools
- Providing training for the HR staff to accommodate the needs and ensure the actualisation of the gained skills
- Providing training for the board on different policies and procedures related to the good governance, accountability, protection and transparency measures, and skills to support the decentralized approach in the decision-making process.

Strategic goal 2: To enhance children, youth and women including those with disabilities resilience, knowledge, skills and access to comprehensive services package to influence positive change within their communities.

CFTA's centers in both Khan Younis and the Middle area Camps' is considered as the only safe spaces available for children and teenagers, youth and women including those with disabilities. Through its 4 children and teenagers centers; the youth center, Wessal Network and the WHC, CFTA will continue to provide full holistic package of multi-sectoral services to children, youth, men and women including those with disabilities, their families, and the community. The services provided are interlinked to serve an

individual-centered approach, which encourages individuals targeted to take actions for positive change into their own hands, as opposed to being directed or driven by others. In other words, CFTA will work towards shifting power within the current context in Gaza Strip.

Result 2.1: Children (girls and boys) including those with disabilities (age group 6 to 16) access to a comprehensive service package (educational, psychosocial, cultural, skills development skills including 21st- Century skills) increased

The work with children at the four CFTA's children centers, will focus on supporting their educational achievement and enhancing their psychosocial well-being through the full education program that targets children, their teachers and caregivers. In addition, the centers will provide child protection and child case management, psychosocial wellbeing, develop children skills in art, communication, digitalization as well as recreational and leadership/ and 'agents of change' skills. Children will be given the space to express, create, address and enhance their ideas and therefore their initiatives. CFTA will engage with caregivers, in particular will attempt to increasingly involve male caregivers. CFTA will provide training on 'active learning' to teachers working at the schools in Khan Younis schools. Children will enjoy recreational activities, summer camps, sport, music and child to child interventions. Last but not least, CFTA will initiate working in a more systematic way towards the inclusion of children with disabilities in its activities, trying to increase their number and quality of participation along the years.

Result 2.2 Youth (female and male) including those with disabilities capacitated to become active change makers in their communities.

In Gaza, interactive and practical capacity building support for youth is highly important given the traditional educational methods used, a general lack of spaces for experiment, practical experience, and critical thinking. CFTA will provide opportunities for youth to get involved in the Popular University (PU), which will equip them with knowledge, practical learning and opportunities to engage with their communities and will be provided with job opportunities through youth led initiatives. The initiatives will target and ensure the engagement of youth with most vulnerable communities like farmers and fishermen. . The PU provides tailor-made practical learning exercises through open and safe spaces, which are collectively designed to be sensitive to the context, culture, gender, age, disabilities, and diversity. Ultimately, the PU promotes positive critical thinking, investing in local resources and enhances sense of agency so that enrolled students can become proactive and resilient in the long run. In addition, job opportunities at CFTA as well as at the incubator and the ICT activities will give the opportunity for more youth to be engaged for social change. Youth at CFTA will have the opportunity to get practical experiences through the internship activities which will open the windows for them to practically learn professional skills that will open the windows for more chances to get job opportunities. The Youth Center will be working on daily basis through different platforms: the Radio production, broadcasting and media related skills development, the cultural Salon which will give the floor for artists to meet, debate and produce jointly or individually, the Music platform which will

provide classes, production, contribute to advocacy and awareness through songs and music and preserving Palestinian music through different activities. Cultural and art production led by youth will be supported by the center. It is important to mention here that these platforms are the only ones available in Khan Younis. It is the only opportunity for young girls to enjoy such activities and safe cultural environment which is not available for them elsewhere. In addition, Psychosocial Support Program to youth will be established to provide professional high-quality services to them.

Result 2.3: Women and girls with and without disabilities access to holistic and comprehensive package of multi-sectoral services enhanced.

The WHC and the Protection Unit at Wessal Network will continue to provide full package of multi-sectoral support to women and girls including their families. This will include the provision of full Sexual and Reproductive Rights services (SRHRs), combating Gender-Based Violence (GBV), awareness, social, legal and psychological counseling, case management, outreach, community protection hubs, referral to services and economic empowerment support. CFTA uses health as an entry point to combating Gender-Based Violence, therefore gynecological medical services, laboratory, pharmaceuticals, family planning, early detection of cancer especially cervical and breast cancer, dental care for GBV and cancer survivors and physiotherapy activities will be provided on daily bases. Women and girls will have access to the safe spaces at both Wessal and the WHC.

Women in general and GBV survivors in particular will be supported and empowered through group support, peer to peer, women's rights awareness sessions and capacity building for income generating activities.

Both Wessal and the WHC will be targeting men and boys as well who will be included in women's rights awareness sessions, reconciliation and influencing activities for the rights of women and girls. Over the coming five years, CFTA will include youth of both genders including youth with disabilities in the advocacy initiatives that are aiming at influencing SRHRs issues.

Strategic goal 3: To empower Community Resilience Enhancement Committees (CRECs) and Civil Society Organizations (CSOs) to address issues of social justice and human rights within HRBA.

Networking and building coalitions to mobilize for change will be one of the main strategic goals to be achieved. CFTA will be working over the coming five years with Community Resilience Enhancement Committees (CREC), activists and CSOs. CFTA identified one main results (anticipated change) upon the realization of this strategic objective, namely:

Result 3. Civil Society Organizations (CSOs) and Community Resilience Enhancement Committees (CRECs) are empowered to engage in community led advocacy actions within HRBA.

At the CBOs level, Wessal Network will continue to enhance the networking efforts among CBOs and NGOs in Gaza Strip especially at the current critical challenge of

shrinking civil society in Palestine. Members of Wessal have already decided on ways forward for the coming five years. The prioritized interventions are: the ongoing capacity building support including enhancing the referral mechanisms among members and other stakeholders. Access to resources (both financial and materials) to smaller CBOs especially those located in remote vulnerable communities. Engagement of Wessal members in humanitarian responses and finally to carry out joint advocacy interventions. A key pillar in realizing this will be the Wessal engagement in a more dynamic, active and systematic manner and by taking full ownership over the planned interventions. Therefore, CFTA will ensure that the design, preparation and implementation of both the new Emergency Preparedness Plan and the new Advocacy Strategy are prepared in full participation of Wessal members.

It is important to mention here that Wessal Network is having full review that will examine lessons learned, best practices and recommendations for the future of the Network. The review is expected to be ready by end of November this year. Its recommendations will be included under this result accordingly.

At the CRECs level:

Based on the successful piloting period over the past 2 years, the current strategy will strengthen, the **Participatory Action Learning in Crisis (PALC)** and **Survivor, Community-Led Response (SCLR)** approaches. This will be carried out by the current Community Resilience Enhancement Committees (CRECs) and initiating new CRECs in new neighborhoods. The approach will enhance the capacities and direct involvement and engagement of local communities, especially crisis-affected communities in southern areas of Gaza Strip in leading the change. The approach will facilitate for more localization and shifting powers towards the local communities who will take the leads for all actions. They will be mapping and identifying resources available within the communities in order to fill in gaps and overcome challenges from within the communities themselves. This approach will enable the youth and communities to be more responsive to the immediate humanitarian needs while protecting the development mandate and protection of environment as well. CFTA will implement a safe exit strategy for the targeted communities.

Strategic goal 4: Activating the role of the local community and change-makers from children, youth, and women including those with disabilities in the evidence-based influencing, mobilization, and advocacy at the local and international levels.

This strategic goal comes to accommodate all the results harvested by the previous three strategic goals of CFTA. The accumulation of the work done with children, youth, women, persons with disabilities, CBOs and CSOs, community and youth leaders, groups of people with common concerns will be capped by goal number four of the strategy. As they will be empowered to take on the role of ‘agents of change’ in their community and will carry out advocacy and influencing interventions for the rights of children, youth and women including persons with disabilities rights. CFTA will enhance the quality and creativity of its influencing and advocacy actions as well as increasing the awareness and endorsement of human rights.

The following two results (anticipated change) are expected under the fourth goal. However, more details and explanation will be provided after the finalization of field work and discussion with the different stakeholders which will be presented in details in the Advocacy Strategy. The issues will be highlighted later with the different target groups in a participatory technique.

Result 4.1 Community, decision-makers, and opinion formers awareness and endorsement of Human Rights at the national, regional, and international levels increased.

Result 4.2 Children, youth, women including those with disabilities empowered to lead their own advocacy and influencing actions.

Human Resources:

CFTA is run today by a total of 108 professional full-time employees including two part time staff (39 core staff, 33 project contract and 38 staff on short term project service contract). 63% of them are women (include 2part time) and 36 service contract employees. 63% of the total number of staffs are women and 5% are staff with disabilities. The staff is highly motivated and receive ongoing technical and capacity building support by the organization on regular bases. At least 14 CFTA staff obtained their Masters (MA) degree, 35 with baccalaureate (BA) and 35 got technical long-term diploma relevant to their work at CFTA. CFTA is proud of the fact that 4 out of its current staff today used to be children, teenagers and youth enrolled at CFTA's program as part of its target groups two decades ago. CFTA will continue to provide skills development and facilitate learning opportunities for them in all relevant fields of programming, with special focus on devising processes to increase staff's and volunteer's ownership of the CFTA's participatory approach.

In addition, CFTA works with 300 interns and volunteers annually who receive both technical and experience while enrolling at CFTA. In addition to young under-graduates from different colleges and universities in Gaza who do Office Hours for their studies that include practical learning at CFTA's centers. The availability of volunteers and interns at CFTA supports the organization to respond better to the demands from the community and the local authorities for CFTA's services while maintaining high quality of work. Like most NGOs in the area, CFTA is understaffed compared to the growing needs of the community due to the deteriorated humanitarian situation and lack of developmental activities and interventions.

Financial resources

CFTA will continue to build on strengthening its partnerships at the local and international levels. Presently, CFTA is in partnership with 25 donors who are supporting all CFTA's programs either through earmarked agreements or through core funding to programs.

CFTA has clear fundraising strategy which is reviewed and updated annually. CFTA's donors and partners are varied from UN agencies to government and INGOs. As such, CFTA established strong partnerships with UN agencies like UNFPA, UN Women, UNDP as well as INGO like Oxfam, Rosa Luxemburg, Dan Church Aid (DCA), Campaign for the Children of Palestine "CCP", The Comité Catholique Contre la Faim et pour le Développement (CCFD-Terre Solidaire), Hilfswerk der Evangelischen Kirchen Schweiz "HEKS", the International Development and Relief Foundation "IDRF" and Menonite Central Committee "MCC", Medico International, Christian Aid, Alianza por la Solidaridad (ApS), in addition to the funds received from governments such as the partnership with the French Government through the (AFD) support, the Swiss Cooperation, GIZ and the Japanese government.

Annually, CFTA increases its outreach to the donors as a strategic path to secure its income. Over the past 5 years CFTA managed to sign new partnerships agreements with new donors such as War Child, OCHA, UNDP/ Sawasya Program, DCA, RAWA, Action Aid, Women Peace and Humanitarian Fund and the Arab Reform Initiative. Any new partnership to be established should be in line with CFTA's principles, vision and mission.

For the current strategy, CFTA already signed 5 years and 3 years contracts with some of its strategic partners like Oxfam, MAP and CCFD. During the time of emergency and crisis, CFTA's appeals witnesses quick responses as well as demands from new actors who request from CFTA to contribute to the support of the community.

CFTA keeps mobilizing to secure funds from the local private sector like Bank of Palestine and Jawwal Company which comes as part of their social responsibilities principles especially towards the local initiatives facilitated by CFTA.

The quality, diversity, transparency and accountability of CFTA's work have well positioned CFTA where it is very much appreciated and respected among the donors' communities. Despite the access to movement challenges to reach Gaza by internationals, CFTA will continue to plan its Annual Partners Meeting where donors and partners could jointly discuss and have the chance to meet with the target groups.

Income generation projects are planned to be continued in order to support CFTA's financial sustainability, however, this aspect is challenged by the deteriorated economic situation in Gaza.

Risk Analysis

CFTA builds on its previous experience and consultation with stakeholders and target groups as a fundamental practice. Currently, the risks triggers are not only with the target groups interventions for change but as well with the way CFTA is operating as a progressive NGO in a conservative society and area under conflict. The risks can be summarized in five main areas (Legal, Security, Pandemic, Cultural and Operational). These risks have been analyzed thoroughly within the organization in a participatory approach with the different target groups and stakeholders. The process includes lessons learned generated and reflection sessions which helps the organization to come-up with mutually defined mitigation strategies thus enhancing ownership. It is important to point out that CFTA will be reviewing this risk analysis in regular basis given the operating context. Mitigation strategies and corrective measures in practices will constantly be identified and applied.

- **Legal and political:** unfortunately, in the last decades, the legal sector in the Gaza Strip witnessed deterioration that led to shrinking the civil society role. The internal division was one of the main reasons contributing to this fact. Conflicting decisions related to CSOs from both parties affected the work of NGOs and therefore CFTA. For example, changing the basic law and procedures of working regarding the work of NGOs, interfering in activities, requesting of pre-approval and limiting freedom of expression were some of the elements that continues to be obstacles. CFTA mitigation strategy is in strengthening its accountability systems, financial cycles and documentation, transparency and being in debate and communication with the authority rather than a conflict and confrontation which proven to be the best way forward given the current circumstances.
- **Security:** being under occupation and blockade is one of the main constraints that faces CFTA's work. The instability of the situation and unpredictability of what could happen and to what level puts CFTA is a challenge especially to stargaze its work and confirm its plans. In order to mitigate that, CFTA has Emergency Preparedness Plan (EPP) which is prepared in participatory approach. The Emergency Preparedness Plan is updated in regular basis to mitigate different scenarios.
- **The Pandemic:** As many other areas in the globe, Gaza Strip is exposed to the Covid 19 pandemic which has been impacting all aspects of life in Gaza Strip, hence CFTA. CFTA updated its EPP to include the pandemic and therefore scenarios of mitigations which included the use of protected and secured digitalization and online work, enhancing the awareness among the community members towards cutting the cycle of Corona spread and fighting Corona stigma.
- **Cultural:** CFTA is a progressive NGO working with young energetic groups of both genders working for change. CFTA adopts a no-harm principle where issues of delicate GBV, child and women protection and girls participation are carefully dealt with. CFTA's mitigation strategy is to ensure the confidentiality of sensitive cases. Also, CFTA future strategy is to continue its work towards attitude change which will be targeting community leaders to influence for positive change.

Community members, school teachers, families and other actors will continue to be invited to CFTA's centers to witness the level of protection within the organization towards the target groups.

- **Operational:** CFTA's work is on high demand and the request and demand for more services especially at times of emergency continued to increase. During the last strategy, CFTA expanded its work through the establishment of the fourth children center, however, CFTA is aware of its role and limitation and that it can't cover all services by itself. Therefore, CFTA is working to empower local CBOs through Wessal Network. It will enhance referrals to services among CBOs and NGOs which could support the accumulative results expected as well as respond to communities' demands. CFTA will also enhance the resilience of the local communities to respond to their needs from within rather than by asking for external support.

The closure of Gaza, limits prevents CFTA's target groups and staff to participate in regional and international events especially advocacy related events and exchange. CFTA's mitigation plan is to increase online communication and platforms for more opportunities for joint work, exposure and sharing.

Financial: Unfortunately, the global economic situation is unstable and the exchange rate of currencies is fluctuating. This has a major impact on CFTA's main budget which is seen clearly in the salaries and its reduced values. Another financial risk is related to the increased support towards humanitarian short-term funding rather than development and core funding. To counter these risks, CFTA will continue its fundraising process, by emphasizing the importance of core funding and long terms agreements with its partners and donors.