



**United Nations Development Programme**

**Project Document Format for non-CPAP Countries or Projects outside a CPAP**

**Country:** occupied Palestinian territory  
Hebron Governorate

Counseling Centers in Hebron - "**Zohra antiviolence Centres**"

**Project Document**  
**20 May 2010**  
**(Revised as per LPAC Recommendations-04 June 2010)**

<b>Project Title:</b>	<p>Counselling Centres in Hebron - "<b>Zohra antiviolence centres</b>" (Zohra stands for the planet "Venus" in Arabic).</p> <p><b>An Emergency project</b> to strengthen the three <b>antiviolence centres</b> operating since March 2009, in the Hebron Governorate to support women and children in difficulty, or who are victims of violence and aim to ensure long-term sustainability and institutionalization of the centres, themselves</p>
<b>UNDAF Outcome(s):</b>	Not Applicable
<b>Expected CP Outcome(s):</b> <i>(Those linked to the project and extracted from the CP)</i>	Promoting inclusive growth, gender equality and achievement of the MDGs
<b>Expected Output(s):</b> <i>(Those that will result from the project)</i>	<p><b><i>Output 1 - Specialized support services provided to Women and children victims of gender-based violence in Dura, Yatta and Halhul</i></b></p> <p><b><u>Actions:</u></b></p> <ol style="list-style-type: none"> <li>1. Provide regular social and legal counselling to women</li> <li>2. Improve specialized legal, health and psycho-social counselling services</li> <li>3. Offer microcredit counselling and assistance</li> <li>4. Improved equipment and infrastructure of the centres</li> <li>5. Train centre staff of locally, and in Italy</li> <li>6. Promote the centres in the community (production and distribution of information materials, organization of promotional events)</li> <li>7. Link the centres, through existing referral systems, with other protection centres, including shelters</li> <li>8. Link the centres to other women's community based organizations in the area</li> <li>9. Conduct regular supervision meetings for centre staff</li> </ol> <p><b><i>Output 2 - Zohra centres equipped with an annual plan for institutional and sustainable development</i></b></p> <p><b><u>Actions:</u></b></p> <ol style="list-style-type: none"> <li>1. Implement a capacity building and fundraising training</li> <li>2. Develop, in partnership with local NGO (Women Cultural Centre- WCC- of Dura), amendments to WCC by-laws;</li> <li>3. Develop, in partnership with WCC, centre procedures</li> </ol>
<b>Executing Entity:</b>	UNDP/PAPP
<b>Implementing Agencies:</b>	Differenza Donna

**Brief Description**

Decades of political and military violence in the occupied Palestinian territories (oPt), which have resulted in a humanitarian crisis, a halt of social and economic development and a strengthening of a patriarchal structure based on control which restricts women's freedom, at a social and cultural level, have created an integrated system of oppression, discrimination and violence against women and children, the weakest members of the family. This situation is particularly evident in **Hebron Governorate**.

In 2009 the Italian NGO "Differenza Donna" (DD), which has been working in Palestine since 2001 (also by contributing to the conceptualization and implementation of the pilot Centre "Mehwar" of Bethlehem for the protection and empowerment of women and families in the oPt), after having carried out a survey in the area, launched an **emergency project** for implementing and running 3 antiviolence centres in Hebron Governorate in the selected villages of Dura Yatta and Halhul, funded by the Italian Cooperation for Development office in Jerusalem. In fact women's condition in the oPt, as in many other countries, is regarded as a **structural emergency** by the Italian Cooperation. The results of the activities carried out at the 3 centres in 2009 can be considered a great, and, in some ways, an unexpected success. A great number of initiatives, events, workshops, and a summer camp have been managed, involving the participation of 205 women and circa 30 children.

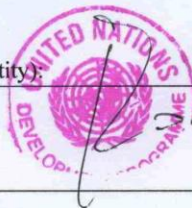
Building on the success of these initiatives and counting on additional funds made available by the Italian Cooperation, through UNDP, this emergency project intends to ensure the **continuation** and the **enhancement** of the services offered by the centres (socio-psychological, health and legal support to women and children victims of violence and discrimination), through the following actions: **1.** Provision of regular social and legal counselling to the women **2.** Improvement of specialized services in legal, health and psycho-social counselling services **3.** Offering microcredit counselling and assistance **4.** Improvement of the centres' equipment and infrastructure. **5.** Training centre staff locally and in Italy **6.** Promoting the centres within the community (production and distribution of information materials, organization of promotional events) **7.** Linking the centres, through existing referral systems, with other protection centres, including shelters **8.** Linking the centres with other women's community-based organizations in the area **9.** Conducting regular supervision meetings for the centre staff.

Programme Period:	10 Months
Key Result Area (Strategic Plan)	_____
Atlas Award ID:	00059090
Start date:	01 May 2010
End Date	28 February 2011
PAC Meeting Date	20 May 2010
Management Arrangements	_____

Total resources required	\$ 400,000
Total allocated resources:	\$ 272,200
• Regular	0 \$
• Other:	
o Italian cooperation	\$ 272,200
Unfunded budget:	0 \$
In-kind Contributions	0 \$

Agreed by (Government) \_\_\_\_\_

Agreed by (Executing Entity):



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7/6/2010

Agreed by (UNDP): \_\_\_\_\_

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# I. SITUATION ANALYSIS

## 1. General Background

The Israeli occupation, through political and economic control, entails increasing unemployment, poverty and humiliation, which make Palestinian men experience constant anger and frustration. This situation affects the weakest members of the family, women and children, and ends up contributing to increased episodes of gender-based violence. Denouncing physical violence, rapes and incest is very difficult for women and minors. Moreover, the local community tends to condemn women who denounce domestic violence, to underestimate violence episodes and to accuse women, turning them from victims into guilty parties; the women who break the silence usually hide from public view as violence is considered to bring dishonour to the whole family. Any request for help outside the family, is then considered an unforgivable feminine betrayal.

In this difficult environment several organizations provide services in the area in support of the Palestinian women and their children: local and international NGOs, local authorities (Ministry of Social Affairs – MOSA), international cooperation and international agencies, such as UNRWA (the United Nations Relief and Works Agency for Palestine Refugees in the Near East) and UNIFEM (the women's fund at the United Nations). These services include, among others:

- Women diseases prevention
- Support to maternity
- Children sheltering and hospitality
- Support for the development of women culture and education
- Support for the children education

With regards to the Palestinian NGOs, a large number of them operate in the oPt and in many different sectors, in the areas of Children and Youth, Education, Health, Human rights, Women.

Yet, in this framework, the availability of **highly specialized services aiming at countering the gender-based violence and discrimination** can be considered as complementary to the other existing services and activities in favour of Palestinian children and women and, for this reason, as it constitutes an added value for the Palestinian society as a whole.

## 2. “Mehwar” Centre for the protection and empowerment of women and families

In 2007, through a project funded by the Government of Italy and counting on the specialized technical know-how of Differenza Donna, as well as on the expertise of various Palestinian governmental and non-governmental bodies in the field of combating violence against women, a nationally piloted specialized service "Mehwar Centre for the protection and empowerment of women and families" was inaugurated. The Centre addresses the phenomenon of violence against women in a comprehensive way, working in parallel on the levels of prevention with the community, protection of women and children victims of violence through sheltering and specialized counselling services, and women victims' empowerment and qualified reintegration in the society. The Mehwar Centre, which operates under the umbrella of the Palestinian Ministry of Social Affairs, is the first anti-violence centre in the Middle East region adopting international human rights standards. The project is being currently executed by UNIFEM in partnership with the Palestinian Ministry of Social Affairs, as institutional counterpart, and with Differenza Donna as technical assistance partner.

## 3. The 3 antiviolence centres in the Hebron Governorate

Experience has shown that many women hosted at the Mehwar Centre are from the **Hebron Governorate** that is affected by weak social and economical conditions, very limited job opportunities and a strongly conservative environment towards women that are deprived of their basic rights and live constantly at risk of violence. For this reason, DD produced a survey in cooperation with local experts, in order to launch an **emergency project** for implementing and running **3 antiviolence spots (centres)** in the Hebron Governorate, funded by the Italian Cooperation for Development office in Jerusalem.

The survey explored life conditions and family relationships of women in that area and selected the villages of **Dura, Yatta** and **Halhul** as the most suitable places where to establish 3 antiviolence centres, characterized by traditional habits and life-style predominated by men, and where women play the sole traditional role of daughter, wife and mother, strictly controlled and deprived of any decision-making power. A significant number of cases of “honour killing” can be registered in the area, despite the lack of updated and precise statistical data. The Ministry of Women Affairs reports a total of 20 women killed in 2004 for “honour” and 50 cases of suicide among women victims of violence and abuse.

The 3 centres, called “Zohra” (“Venus”), were then established in the selected villages in March 2009. Until September 2009, Zohra was funded by an emergency project of the Italian Cooperation, while in the following

months they could rely on the funds made available by the Province of Rome, as de-centralized cooperation, covering the activities until December 2009.

**From January to April 2010 the Zohra spots have remained open thanks to the voluntary work of the local staff and DD.**

Before the establishment of the Zohra centres, no services aiming at supporting the local women victims of violence had ever been offered in the 3 villages.

The presence of a significant number of users from the first days of opening showed that the offered services meet the real needs of the women resident in the village area.

The 3 spots operate inside rented apartments located in buildings hosting health and social services managed by 3 local NGOs registered at the MOSA. These are:

- the *Halhul Women Charitable Society* in Halhul
- the *Bent Al Reef Charitable Society* in Dura
- the *Southern Society for Handicap and Rehabilitation* in Yatta

The location of the 3 centres in the same area, where health and social services are being offered by local organizations, maximizes the advantages deriving from offering complementary services in the same location, and helps spread the knowledge of the centres among the women of the area, as well as facilitating and encouraging access of women to the Zohra centres.

In many cases, women who turn to one of the Zohra centres have been referred to it by local NGOs sharing the same building, given that the centres and the NGOs have a common mission and the same ultimate goal: the support and the empowerment of the women living in the area, although offering different kind of services.

**Services provided to the women and children of the area** at the 3 Zohra centres include:

- **psychological initial support** to women and children who exhibit symptoms of serious anxiety and depression due to being victims of violence; organization of meetings, workshops, awareness-raising events with women in the area to spread a culture of respect towards women and children's human rights;
- **legal counselling** to women who turn to the centres and **legal representation** in the courts when the launching of legal proceedings is deemed necessary for the protection and the exertion of their rights (such as children custody, alimony, right of inheritance,);
- **health counselling**, in terms of first medical screening of the needs of the women who turn to the centres, facilitating in this manner their access to medical facilities available in the area and in terms of organizing regular meetings with the women of the area in order to spread a culture of prevention of the most common women diseases, and to support them in the management of the relationship with the children;
- **social counselling** to women who turn to the centres in order to define an individualized and comprehensive project to escape situations of violence, marginalization and abuse and to coordinate the other psychological, legal and health counselling services provided to them;
- For the most **at risk cases** the spots **can refer women and their children to the MOSA District Office in Hebron for protection and sheltering purposes.**

Over the first six months of activity the Zohra spots carried out successfully a great number of initiatives, events, workshops, and a summer camp, involving the participation of 205 women and circa 30 children. 185 women attended awareness raising activities, 49 women have been receiving support for customized projects; 9 among them have been receiving legal assistance and representation in the courts. 16 women have been referred to *Mehwar Centre* for specialized counselling or services, and a woman in life-threatening condition has been sheltered with her daughter at the Centre.

The results of the activities carried out at the 3 spots in 2009 can be considered crucial, and in some ways, an unexpected success, taking into consideration the environmental difficulties and the limited time.

#### **4. Background of the candidate Ngo and Undp other partners with respect to the sector of intervention**

The Italian NGO "**Differenza Donna**" has been working since 1989 in the field of combating the phenomenon of gender-based violence. In its 20 years of activity, the association has acquired specialized competencies in developing policies, training field workers (Police forces, judges, health workers, local institutions representatives, media professionals, etc.), and managing antiviolence centres and works in accordance with international standards and guidelines.

DD currently manages 4 antiviolence Centres in Rome.

Since 2000, DD has been carrying out numerous projects in developing countries in collaboration with local women organization and institutions (*Albania, former-Yugoslavia, Bangladesh, Nicaragua, and Mozambique*).

DD has been carrying out three DAPHNE projects funded by the European Commission, which develop innovative measures to combat and prevent stalking and domestic violence. Since 2005, DD has been implementing three TACIS projects in Russia and Kazakhstan, funded by the EU, which will end in 2010.

In particular DD is implementing:

- 6 antiviolence spots in the Kaliningrad area, Russia, providing similar services to the ones provided at the 3 centres in the Hebron area
- antiviolence activities in the city of Almaty, Kazakhstan, similar to the one put into operation in the Mehwar Centre in Bethlehem, out of the sheltering services.

Since 2001, Differenza Donna has been working in the opt, especially focusing on providing specialized technical know-how on antiviolence shelters' management for the elaboration and implementation of **Mehwar Centre** project. In particular, Differenza Donna contributed, in partnership with the Ministry of Social Affairs, to the Women's Centre for Legal Aid and Counselling and many other Palestinian NGOs, academicians and experts to the development of specific competences, policies and procedures, related to running antiviolence centres in the oPt. In 2008, DD also developed a second project to ensure continuity to Mehwar's activities. Within the framework of a third project, that sees UNIFEM as the responsible of the funds and the implementing agency, DD has been charged with the task of providing technical assistance to the Centre (see above, point 2).

In 2009, DD launched the emergency project for implementing and running **3 antiviolence centres** ("Zohra" spots) in the Hebron Governorate, funded by the Italian Cooperation for Development office in Jerusalem.

Until today DD has been managing the 3 centres, through availing itself of local staff and professionals (see above, point 3).

The good results achieved by DD and its excellent reputation rest on:

- Specialized competencies acquired in the field of gender-related issues
- Customized projects and interventions built to fit individual needs, always taking into consideration the individual resources and the environmental factors
- Recognized capability to operate in difficult environments
- Trained and constantly updated human resources

**UNIFEM**, established in 1976, is the United Nations Development Fund for Women, dedicated to advancing women's rights and achieving gender equality, by providing financial and technical assistance to innovative programmes and strategies that foster women's empowerment. UNIFEM Office in the oPt concentrates, since 2004, on the following priority objectives and areas of intervention: 1) engendering governance, peace and security; 2) supporting women economic security and rights; 3) promoting women's rights and protection against violence.

Two significant examples of UNIFEM oPt flagship Programmes are:

- **Sabaya Programme**, a model of community-level initiatives. The goal of the SABAYA programme, through the activation or establishment of women's centres, is to empower and protect rural and marginalized women, by developing their skills socially, economically, academically and legally, thereby promoting their participation in decision-making within their communities. More than a mere programme, SABAYA is a model of community-level initiatives for advancing women's human rights and eliminating gender inequality.
- **Mehwar Centre**: for the Protection and Empowerment of Women and Families. Since September 2008, UNIFEM is the executing Agency for the first centre in the oPt, established to protect and empower women victims and survivors of violence, particularly domestic violence. The Centre operates under the umbrella of the Ministry of Social Affairs (MOSA). MOSA and UNIFEM are currently in the phase to evaluate the "Mehwar Centre" policies and procedures with the aim to adopt national standards that will serve as a legal framework to open official centres replicating Mehwar's model. The Mehwar experience shows the great need for protection services and, as well, the need for a long-term strategy to address the right for women survivors of violence to be reintegrated in the society

UNIFEM oPt works intensively towards **engendering and strengthening the Palestinian Authority**. With the aspiration of providing a sound basis for the Palestinian Authority (PA) to reform and perform over the medium/long term, UNIFEM oPt intensified over the years its efforts at the policy level. The emergence of the Palestinian Ministry of Women's Affairs (MOWA) presented UNIFEM with a clear and strategic partner with which to realise consolidated efforts and to make significant progress. In collaboration with MOWA and the General Union of Palestinian Women, UNIFEM supported the development of the Palestinian Women's Bill of Rights which, among others, endorses the content of the CEDAW and the UN Security Council Resolution 1325. Currently, UNIFEM is focusing its efforts on the recently established National Committee to Combat Violence against Women, which is headed by MOWA and brings together other relevant Palestinian Ministries such as the Ministry of Social Affairs and the Ministry of Interior, as well as representatives of women's organisations through the Al Muntada Forum to Combat Violence against Women. Strengthening PA's institutional capacity while developing competences related to combating violence against women (like in the Mehwar Programme – corpus of judges) led UNIFEM to support, through a partnership with the Ministry of Interior, the development of a corpus of guidelines and procedures to help security forces deal with women victims of violence. The document will be endorsed by the Ministry and applicable among all PA security forces.

**Women Cultural Centre (WCC)** of Dura is a local NGO active for the development and the promotion of the women of the area. The WCC has been established in Dura (Governorate of Hebron) in 2004.

Its members are a group of women interested in issues concerning women, in particular, and the society, in general. In consideration of the circumstances that affect women within the Palestinian society, the WCC aims to create an association composed only of women. The administration board is constituted by 7 women. During the years they registered an increasing in the number of memberships, up to 450 members in 2005.

The WCC has a neutral position regarding politics, religion or race. The WCC's main goal is to support the women of the area in starting and developing traditional activities such as embroidery and food production in order to get independent incomes.

During this time, WCC also developed innovative programmes aiming to promote the enhance of the community's cultural level through carrying out awareness raising activities on women's health, rights and dignity.

**MA'AN Development Centre** is an independent Palestinian development and training NGO, already partner of UNIFEM, established in January 1989 with relevant experience in working with women's community based organizations in rural areas. The main office is located in Ramallah and the four branch offices are located in Gaza, Khan Younis, Tulkarem and Jenin. Between 1989 and 2009 it has secured 30 million USD to support its work from more than 30 donors and partners and its 2009 budget reached around 9 million USD. MA'AN (in English "together") main goals are: Improving the food security situation of the poorest and most marginalized sectors of the Palestinian society; to develop and enhance the capacities of the Palestinian NGOs, CBOs and grassroots organizations; to enhance community development and decrease poverty in rural and the most disadvantaged areas; to protect and develop the Palestinian environment; to raise awareness and advocate for and with the Palestinian community on their national rights at the local, national, and international level. <http://www.maan-ctr.org>

## II. STRATEGY

### PROJECT EXPECTED OUTPUTS AND RELATED ACTIONS

EXPECTED OUTPUTS	MAIN INPUTS
<b>1 - Specialized support services provided to Women and children victims of gender-based violence in Dura, Yatta and Halhul</b>	1. Provide regular social and legal counselling to the women
	2. Improve specialized legal, health and psycho-social counselling services
	3. <i>(Organize and review the spots opening hours; Improve and enhance the human resources capital of the 3 spots)</i>
	4. Offer microcredit counselling and assistance
	5. Improved centre equipment and infrastructure.
	6. Trained centre staff locally, and in Italy
	7. Promote the spots in the community <i>(production and distribution of information materials, organization of promotional events)</i>
	8. Link the centres, through existing referral systems, with other protection centres, including shelters
	9. Link the centres to other women's community based organizations in the area
	10. Conduct regular supervision meetings for centre staff.

EXPECTED OUTPUTS	MAIN INPUTS
<b>2 - Zohra centers equipped with an annual plan for institutional, sustainable development</b>	1. Implement a capacity building and fund raising training <i>(for the members of a local NGO active in the field of the development and the promotion of the women of the area in the project, Women Cultural Centre of Dura – see below for details)</i>
	2. Develop, in partnership with local NGO (WCC of Dura), amendments to WCC by-laws
	3. Develop, in partnership with WCC, centre procedures

**Population addressed by the intervention:** women and minors from the area of the villages of Dura, Yatta and Halhul in the Hebron Governorate.

**Time Frame:** 10 months (from May 2010 to February 2011)

**Location of the activities:** The villages of Dura, Yatta and Halhul

## MAIN ROLES

Recognizing the need for and support of a holistic vision in tackling the issue of violence against women, the following agreements will be integral part of this project, and a preliminary step to the project implementation:

- an agreement between **UNIFEM oPt Office and UNDP**, as funding Agency
- an agreement between **candidate NGO Differenza Donna and UNDP**
- a partnership agreement between **DD** and the local partner organization **Women Cultural Centre (WCC)** of Dura, specifying duties and responsibilities
- A partnership agreement between **DD** and the local partner organization **Ma'an Development Centre**, specifying duties and responsibilities.

The above agreements will aim at ensuring that the activities implemented through this project and the services provided are in line with other on-going interventions in the same field and integrated in the strategic approach towards fighting violence against women in the oPt.

<b>DD role</b>	<b>Differenza Donna</b> will have the main responsibility to implement the project, coordinating and supervising the activities of the Zohra centres, ensuring the offered services continue to develop in excellence and to expand. DD will offer its competencies and experiences to building customized individual projects together with the women supported at the centres, with full respect of the individual resources and cultural, social and familiar conditions.  DD will also transfer its specific Know-How to the local staff and to WCC.
<b>UNIFEM role</b>	<b>UNIFEM</b> will undertake the role and responsibility of monitoring and evaluating the project implementation, also by developing a monitoring and evaluation framework in close consultation with project partners. Conduct regular monitoring visits, meetings and data collection throughout the project, in consideration of the short timeframe of the project, and conduct one end-of-project evaluation, including the lesson learned analysis.
<b>UNDP role</b>	<b>UNDP</b> – as project executing agency - will contribute to the strategic guidance of the project and to review progress of the implementation as part of its role of security Quality Control.  Moreover, it will support the microcredit service that will be offered to the women who will turn to the 3 Zohra centres also providing the related funds (not included in the project budget) in collaboration with one DD member.
<b>Local partners</b>	<b>Women Cultural Centre (WCC)</b> of Dura, a local NGO active for the development and the promotion of the women of the area. The project will include and support the organization by: <ul style="list-style-type: none"> <li>• implementing a capacity building and fund raising training program for some members of the General Assembly and the Board of directors of the WCC, that will be managed by another local NGO (see below)</li> <li>• participation of WCC members to the coordination meetings of the project</li> <li>• the hiring of one accountant from the WCC staff, covered by the project budget</li> <li>• the selection of trainees from the WCC members</li> </ul> <b>Ma'an Development Center</b> , a local NGO, already partner of UNIFEM, specialized in training and capacity building and with relevant experience in working with women's community based organizations in rural areas. It will manage the capacity building and fund raising training program for the WCC of Dura and the local staff.
<b>Local counterparts</b>	<b>Ministry of Social Affairs (MOSA) District Office in Hebron</b> , which will be addressed for the protection and sheltering of the most at risk cases.  <b>Hebron Governorate</b> , which carried out with DD positive meetings, sustains the spots activities through a <i>Special Family Protection Unit</i> in the same Governorate.  In fact the Governorates in the oPt have a prominent role in terms of territorial security and, therefore, in guaranteeing safety to specialized services for women protection.



	<p><b>Local Police Forces</b>, playing a key role in facilitating the access to the services offered by the spots for women and children victims of violence ad in life threatening conditions. The cooperation among the Police forces and the 3 spots is based on a factual cooperation.</p> <p><b>Other women Local Organizations</b>, cooperating for the awareness of the local community and for advocacy actions.</p>
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**PROJECT BENEFICIARIES**

**Direct beneficiaries:** Women and children in difficulty or victims of violence in the villages of Dura, Yatta and Halhul- Hebron Governorate. (Southern West Bank)

**Indirect beneficiaries:** Families, Police forces, Local institutions (Hebron Governorate, Municipalities), local NGOs, Local community

**PROJECT EXPECTED OUTCOMES**

Women and children victims of gender-based violence in the villages of Dura, Yatta and Halhul have an increased understanding of their rights and of available protection services.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework:</b>				
Essential support for women and children suffering from Gender-Based violence improved				
<b>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</b>				
<b>Outcome Indicators and targets:</b>				
<ul style="list-style-type: none"> <li>➤ Number/percentage of women and children living in Dura, Yatta and Halhul and suffering from gender-based violence who accessed protection services;</li> <li>➤ Increased ability of the women who approached the Spots to demand their rights;</li> </ul>				
<b>Applicable MYFF Service Line:</b>				
<b>Partnership Strategy:</b> The project will be executed by UNDP and implemented by DD				
<b>Project title and ID (ATLAS Award ID):</b> Counseling Centers in Hebron -"Zohra antiviolence spots"      Proposal ID: Award Number 59090 – Project Number: 00073758				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<b>Output 1:</b> <i>Women and children victims of gender-based violence in Dura, Yatta and Halhul received specialized support services</i> <u>Indicators:</u> 1) <i>Number of women/children who received various services including social, legal, health and psycho-social counselling services;</i> 2) <i>Number and type of consultations required by women approaching the spots;</i> 3) <i>Number/type of cases of women victims of violence represented in courts;</i> 4) <i>Number of women/children referred to and sheltered at Mehwar Centre;</i> 5) <i>Number of women followed up in coordination with MoSA District Office in Hebron;</i> 6) <i>Number of women/children benefiting from microcredit assistance</i>	<b>Targets year: 2010-2011</b>	1. Provide regular social and legal counselling to the women 2. Improved specialized legal, health and psycho-social counselling services 3. Offer microcredit counselling and assistance 4. Improved centres equipment and infrastructure 5. Train centre staff , locally and in Italy 6. Promote the centres within the community (production and distribution of information materials, organization of promotional events) 7. Link the centres, through existing and organized and coordinated referral systems, with other protection centres, including shelters 8. Link the spots to other women's community based organizations in the area 9. Conduct regular supervision meetings for centre staff	DD	\$ 206,875

<p>7) <i>Satisfaction rate of beneficiaries</i></p> <p><b><u>Targets:</u></b></p> <p>1) <i>135 women/120 children</i></p> <p>2) <i>225 (social, psychological, health, legal consultations)</i></p> <p>3) <i>20 (domestic violence, divorce, alimony, children custody, inheritance rights)</i></p> <p>4) <i>X (the assessment of the risk and need of protection for the most sensitive cases will be conducted in coordination with the <b>Ministry of Social Affairs (MOSA) District Office in Hebron</b>)</i></p> <p>5) 10</p> <p>6) 6</p> <p>7) <i>X (the development of ad-hoc questionnaires to be filled by the women targeted, before and after the project, is deemed necessary)</i></p>				
<p><b>Output 2</b></p> <p><b><i>Zohra spots equipped with an annual plan for institutional, sustainable development</i></b></p> <p><b><u>Indicators:</u></b></p> <p>1) <i>Number of WCC staff trained on fundraising</i></p> <p>2) <i>Number of project proposals developed and submitted;</i></p> <p>3) <i>Number of WCC staff who enhanced administrative and management capacity;</i></p> <p>4) <i>Number of new specialized staff hired by WCC at the end of the project;</i></p> <p>5) <i>By-laws of WCC amended including the specific mission of the spots;</i></p> <p>6) <i>Special procedures regulating the spots operation developed, endorsed by WCC and added as annex to WCC amended by-laws;</i></p> <p>7) <i>Organigram of WCC revised according to the requirements of the spots;</i></p>	<p><b>Targets year: 2010-2011</b></p>	<ol style="list-style-type: none"> <li>1. Implement a capacity building and fund raising training</li> <li>2. Develop, in partnership with local NGO (WCC of Dura), amendments to WCC by-laws;</li> <li>3. Develop, in partnership with WCC, spots procedures</li> </ol>	<p>DD, WCC, MA'AN, UNIFEM</p>	<p><b>\$ 65,325</b></p>

<u><b>Targets:</b></u> 1) 3 2) 2 3) 2 4) 4 5) X 6) X 7) X				
<b>TOTAL PROJECT</b>				<b>\$ 272,200</b>

#### IV. ANNUAL WORK PLAN

**Year: 2010**

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		2010					Funding Source	Budget Descrip tion	Amount
		Q1	Q2	Q3	Q4				
<b>Output 1:</b> <i>Women and children victims of gender-based violence in Dura, Yatta and Halhul received specialized support services</i> <b>Indicators:</b> 1) <i>Number of women/children who received various services including social, legal, health and psycho-social counselling services;</i> 2) <i>Number and type of consultations required by women approaching the spots;</i> 3) <i>Number/type of cases of women victims of violence represented in courts;</i> 4) <i>Number of women/children referred and sheltered at to Mehwar Centre;</i> 5) <i>Number of women followed up in coordination with MoSA District Office in Hebron;</i> 6) <i>Number of women/children benefiting from microcredit assistance</i> 7) <i>Satisfaction rate of beneficiaries</i>	1. Provide regular social and legal counselling;		X	X	X	DD	Italian cooperation	See details provided in the table below	\$ 169,980
	2. Improve specialized legal, health and psycho-social counselling services		X	X	X				
	3. Offer microcredit counselling and assistance		X	X	X				
	4. Improve equipment and infrastructure,		X						
	5. Train staff of the staff spots locally and in Italy,			X	X				
	6. Promote the spots in the community (production and distribution of information materials, organization of promotional events);		X	X	X				
	7. Link the spots, through existing organize a coordinated referral systems, with other protection centres, including shelters		X	X	X				

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		2010					Funding Source	Budget Descrip tion	Amount
		Q1	Q2	Q3	Q4				
<p><b><u>Targets for the year 2010:</u></b></p> <p>1) 108 women/96 children</p> <p>2) 180 (social, psychological, health, legal consultations)</p> <p>3) 16 (domestic violence, divorce, alimony, children custody, inheritance rights)</p> <p>4) X (the assessment of the risk and need of protection for the most sensitive cases will be conducted in coordination with the <b>Ministry of Social Affairs (MOSA) District Office in Hebron</b>)</p> <p>5) 8</p> <p>6) 4</p> <p>7) X (the development of ad-hoc questionnaires to be filled by the women targeted, before and after the project, is deemed necessary)</p>	<p>8. Link the spots to other women's community based organizations in the area</p>		X	X	X				
	<p>9. Conduct regular supervision meetings for staff of the spots;</p>		X	X	X				
<p><b>Output 2</b></p> <p><b>Zohra spots equipped with an annual plan for institutional, sustainable development</b></p> <p><b><u>Indicators:</u></b></p> <p>1) Number of WCC staff trained on fundraising</p> <p>2) number of project proposals developed and submitted;</p> <p>3) Number of WCC who enhanced administrative and management capacity;</p> <p>4) Number of new specialized staff hired by WCC</p>	<p>1. Implement a capacity building and fund raising training</p>			X	X	DD, WCC, MA'AN	Italian cooperati on	See details provide d in the table below	\$ 56,589
	<p>2. Develop, in partnership with local NGO (WCC of Dura), amendments to WCC by-laws;</p>				X	DD, WCC			

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET			
		2010					Funding Source	Budget Descrip tion	Amount	
		Q1	Q2	Q3	Q4					
<p><i>at the end of the project;</i></p> <p>5) <i>By-laws of WCC amended including the specific mission of the spots;</i></p> <p>6) <i>Special procedures regulating the spots operation developed, endorsed by WCC and added as annex to WCC amended by-laws;</i></p> <p>7) <i>Organigram of WCC revised according to the requirements of the spots;</i></p> <p><b><u>Targets for the year 2010:</u></b></p> <p>1) 3</p> <p>2) 1</p> <p>3) 2</p> <p>4) 4</p> <p>5) X</p> <p>6) X</p> <p>7) X</p>	<p>3. Develop, in partnership with WCC, spots procedures</p>				X	DD, WCC				
TOTAL YEAR 2010										\$ 226,570

## Year: 2011

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		2011					Funding Source	Budget Descrip tion	Amount
		Q1	Q2	Q3	Q4				
<b>Output 1:</b> <i>Women and children victims of gender-based violence in Dura, Yatta and Halhul received Specialized support services</i> <u>Indicators:</u> 1) <i>Number of women/children who received various services including social, legal, health and psycho-social counselling services;</i> 2) <i>Number and type of consultations required by women approaching the spots;</i> 3) <i>Number/type of cases of women victims of violence represented in courts;</i> 4) <i>Number of women/children referred and sheltered at to Mehwar Centre;</i> 5) <i>Number of women followed up in coordination with MoSA District Office in Hebron;</i> 6) <i>Number of women/children benefiting from microcredit assistance</i> 7) <i>Satisfaction rate of beneficiaries</i> <u>Targets for the year 2011:</u> 1) <i>27 women/24 children</i> 2) <i>45 (social, psychological, health, legal consultations)</i> 3) <i>4 (domestic violence, divorce, alimony, children custody, inheritance rights)</i> 4) <i>X (the assessment of the risk and need of protection for the most sensitive cases will be conducted in coordination with the Ministry</i>	1. Provide regular social and legal counselling;	X				DD	Italian cooperation	See details provided in the table below	\$ 36,895
	2. Improve specialized legal, health and psycho-social counselling services	X							
	3. Offer microcredit counselling and assistance	X							
	4. Improve equipment and infrastructure,								
	5. Train staff of the staff spots locally and in Italy,								
	6. Promote the spots in the community (production and distribution of information materials, organization of promotional events);	X							
	7. Link the spots, through existing organize a coordinated referral systems, with other protection centres, including shelters	X							



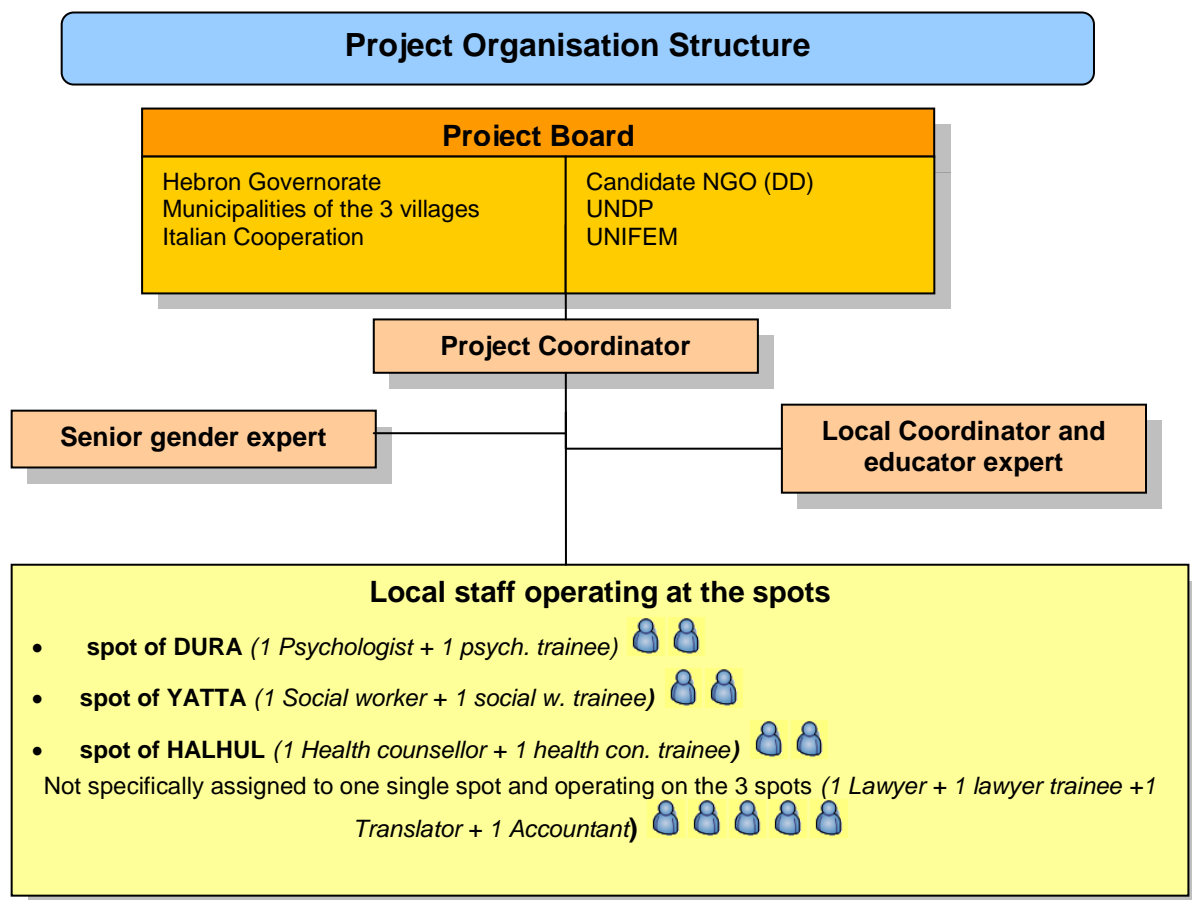
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		2011					Funding Source	Budget Descrip tion	Amount
		Q1	Q2	Q3	Q4				
<b>of Social Affairs (MOSA) District Office in Hebron)</b> 5) 2 6) 2 7) <i>X (the development of ad-hoc questionnaires to be filled by the women targeted, before and after the project, is deemed necessary)</i>	8. Link the spots to other women's community based organizations in the area								
	9. Conduct regular supervision meetings for staff of the spots;	X							
<b>Output 2</b> <i>Zohra spots equipped with an annual plan for institutional, sustainable development</i> <u>Indicators:</u> 1) <i>Number of WCC staff trained on fundraising</i> 2) <i>number of project proposals developed and submitted;</i> 3) <i>Number of WCC who enhanced administrative and management capacity;</i> 4) <i>Number of new specialized staff hired by WCC at the end of the project;</i> 5) <i>By-laws of WCC amended including the</i>	1. Implement a capacity building and fund raising training  2. Develop, in partnership with local NGO (WCC of Dura), amendments to WCC by-laws;					DD, WCC, MA'AN	Italian cooperati on	See details provide d in the table below	\$ 8,735
					DD, WCC				

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPO NSIBLE PARTY	PLANNED BUDGET		
		2011					Funding Source	Budget Descrip tion	Amount
		Q1	Q2	Q3	Q4				
<i>specific mission of the spots;</i> 6) <i>Special procedures regulating the spots operation developed, endorsed by WCC and added as annex to WCC amended by-laws;</i> 7) <i>Organigram of WCC revised according to the requirements of the spots;</i>  <u><b>Targets for the year 2011:</b></u> 1) 3 2) 1 3) 2 4) 4 5) X 6) X 7) X	3. Develop, in partnership with WCC, spots procedures	X				DD, WCC			
<b>TOTAL YEAR 2011</b>									<b>\$ 45,630</b>

<b>PROJECT PLANNED BUDGET</b>	Kind of item	Number of items	Cost per item	Total cost	Number of items 2010	2010	2011
<b>International personnel/technical assistance</b>							
DD Project coordinator	monthly pay (severance pay included)	10,83	1.600	\$ 17.333	8	\$ 12.800	\$ 4.533
DD Project coordinator round trip Rome-Tel Aviv	round trips	2	525	\$ 1.050	2	\$ 1.050	\$ 0
DD Senior expert round trip Rome-Tel Aviv	round trips	3	525	\$ 1.575	2	\$ 1.050	\$ 525
DD Senior expert per diem allowances	mission days	36	525	\$ 18.900	24	\$ 12.600	\$ 6.300
DD Microcredit expert round trip Rome-Tel Aviv	round trips	1	525	\$ 525	1	\$ 525	\$ 0
DD Microcredit expert per diem allowances	mission days	9	525	\$ 4.725	10	\$ 5.250	-\$ 525
<b>Subtotal 1 - Personnel/technical assistance</b>				<b>\$ 44.108</b>		<b>\$ 33.275</b>	<b>\$ 10.833</b>
<b>Local personnel</b>							
1 Educator expert	monthly pay (severance pay included)	10,83	1.100	\$ 11.917	8	\$ 8.800	\$ 3.117
1 Social worker	monthly pay (severance pay included)	10,83	900	\$ 9.750	8	\$ 7.200	\$ 2.550
1 Psychologist	monthly pay (severance pay included)	10,83	900	\$ 9.750	8	\$ 7.200	\$ 2.550
1 Health counselor	monthly pay (severance pay included)	10,83	900	\$ 9.750	8	\$ 7.200	\$ 2.550
1 Lawyer	monthly pay (severance pay included)	10,83	900	\$ 9.750	8	\$ 7.200	\$ 2.550
1 translator	monthly pay (severance pay included)	10,83	500	\$ 5.417	8	\$ 4.000	\$ 1.417
1 Accountant	monthly pay (severance pay included)	10,83	900	\$ 9.750	8	\$ 7.200	\$ 2.550
Insurances for workmen's compensation	monthly premium for all personnel	10	58	\$ 578	8	\$ 462	\$ 116
Insurances for employers' liability	monthly premium for local personnel	10	97	\$ 972	8	\$ 778	\$ 194
<b>Subtotal 2 - Local personnel</b>				<b>\$ 67.633</b>		<b>\$ 50.040</b>	<b>\$ 17.593</b>
<b>Services to the persons/spot</b>							
Food, medical expenses, clothing, etc.	monthly expenses	10	600	\$ 6.000	8	\$ 4.800	\$ 1.200
Legal expenses	monthly expenses	10	250	\$ 2.500	8	\$ 2.000	\$ 500
<b>Subtotal 3 - Services to the persons</b>				<b>\$ 8.500</b>		<b>\$ 6.800</b>	<b>\$ 1.700</b>
<b>Training activities</b>							
4 trainees in social psychological and medical field	monthly allowances	38	450	\$ 17.100	32	\$ 14.400	\$ 2.700
Training for local social operators				\$ 2.000		\$ 2.000	\$ 0
allowances for 5 local trainers (2 training sessions of 2 days)	trainers' working days	20	100	\$ 2.000	20	\$ 2.000	\$ 0
Training sessions for local staff in Italy	see details			\$ 22.775		\$ 22.775	\$ 0
1 round trip Amman-Rome for 6 local staff	round trips	6	525	\$ 3.150	6	\$ 3.150	\$ 0
allowances for one professional translator	daily allowance	5	500	\$ 2.500	5	\$ 2.500	\$ 0
5 local staff per diem allowances (5 days each)	mission days	25	525	\$ 13.125	25	\$ 13.125	\$ 0
allowances for 4 trainers in Italy (1 training session of 5 days)	trainers' working days	20	200	\$ 4.000	20	\$ 4.000	\$ 0
MA'AN Development Center capacity building and fund raising training program in favour of WCC of Dura members	see details			\$ 13.625		\$ 13.625	\$ 0
Training activities	training activities	1	9.500	\$ 9.500	1	\$ 9.500	\$ 0
Coaching/On-the-job training	on the job training	1	1.200	\$ 1.200	1	\$ 1.200	\$ 0
Other Direct Costs	other direct costs	1	2.925	\$ 2.925	1	\$ 2.925	\$ 0
<b>Subtotal 4 - Training activities</b>				<b>\$ 55.500</b>		<b>\$ 52.800</b>	<b>\$ 2.700</b>
<b>Visibility expenses</b>							
Information materials (leaflets, brochures, papers,...)	cost per item	1	480	\$ 480	1	\$ 480	\$ 0
Organization of promotional events	cost per item	3	700	\$ 2.100	2	\$ 1.400	\$ 700
<b>Subtotal 5 - Visibility</b>				<b>\$ 2.580</b>		<b>\$ 1.880</b>	<b>\$ 700</b>
<b>Organizational and functioning costs</b>							
Rent	monthly exp for the 3 spots	10	950	\$ 9.500	8	\$ 7.600	\$ 1.900
Utilities (electricity, telephone, water, ...)	monthly exp for the 3 spots	10	400	\$ 4.000	8	\$ 3.200	\$ 800
Motor vehicle rent and fuel for international personnel	monthly exp for the 3 spots	10	600	\$ 6.000	8	\$ 4.800	\$ 1.200
Stationery and maintenance	monthly exp for the 3 spots	10	400	\$ 4.000	8	\$ 3.200	\$ 800
Transportation from/to spots for local staff	monthly exp for the 3 spots	10	500	\$ 5.000	8	\$ 4.000	\$ 1.000
Furniture	furniture for spot	3	2.100	\$ 6.300	3	\$ 6.300	\$ 0
Technical and communication equipment	techn and com equipment for spot	3	550	\$ 1.650	3	\$ 1.650	\$ 0
Cleaning services	monthly exp for the 3 spots	10	400	\$ 4.000	8	\$ 3.200	\$ 800
<b>Subtotal 6 - Organizational and functioning costs</b>				<b>\$ 40.450</b>		<b>\$ 33.950</b>	<b>\$ 6.500</b>
<b>UNIFEM costs for Monitoring and Evaluation</b>				<b>\$ 20.000</b>			
<b>Subtotal 7 - UNIFEM costs for Monitoring and Evaluation</b>				<b>\$ 20.000</b>		<b>\$ 20.000</b>	<b>\$ 0</b>
<b>SUBTOTAL 1-7 PROJECT DIRECT COSTS</b>				<b>\$ 238.772</b>		<b>\$ 198.745</b>	<b>\$ 40.027</b>
<b>ADMINISTRATIVE EXPENSES OF DD IN ITALY (7% of the subtotal)</b>				<b>\$ 16.714</b>		<b>\$ 13.912</b>	<b>\$ 2.802</b>
<b>EXPENSES OF UNDP (7% of the subtotal)</b>				<b>\$ 16.714</b>		<b>\$ 13.912</b>	<b>\$ 2.802</b>
<b>TOTAL BUDGET</b>				<b>\$ 272.200</b>		<b>\$ 226.570</b>	<b>\$ 45.630</b>

	Output 1	Output 2
	Women and children victims of gender-based violence in Dura, Yatta and Halhul received Specialized support services	Zohra spots equipped with an annual plan for institutional, sustainable development
<b>PROJECT PLANNED BUDGET</b>		
<b>International personnel/technical assistance</b>		
DD Project coordinator	\$ 14.133	\$ 3.200
DD Project coordinator round trip Rome-Tel Aviv	\$ 1.050	\$ 0
DD Senior expert round trip Rome-Tel Aviv	\$ 1.575	\$ 0
DD Senior expert per diem allowances	\$ 13.230	\$ 5.670
DD Microcredit expert round trip Rome-Tel Aviv	\$ 525	\$ 0
DD Microcredit expert per diem allowances	\$ 4.725	\$ 0
<b>Subtotal 1 - Personnel/technical assistance</b>	<b>\$ 35.238</b>	<b>\$ 8.870</b>
<b>Local personnel</b>		
1 Educator expert	\$ 9.717	\$ 2.200
1 Social worker	\$ 8.400	\$ 1.350
1 Psychologist	\$ 8.400	\$ 1.350
1 Health counselor	\$ 8.400	\$ 1.350
1 Lawyer	\$ 8.400	\$ 1.350
1 translator	\$ 4.667	\$ 750
1 Accountant	\$ 8.400	\$ 1.350
Insurances for workmen's compensation	\$ 491	\$ 87
Insurances for employers' liability	\$ 826	\$ 146
<b>Subtotal 2 - Local personnel</b>	<b>\$ 57.701</b>	<b>\$ 9.932</b>
<b>Services to the persons/spot</b>		
Food, medical expenses, clothing, etc.	\$ 6.000	\$ 0
Legal expenses	\$ 2.500	\$ 0
<b>Subtotal 3 - Services to the persons</b>	<b>\$ 8.500</b>	<b>\$ 0</b>
<b>Training activities</b>		
4 trainees in social psychological and medical field	\$ 17.100	\$ 0
Training for local social operators	\$ 2.000	\$ 0
allowances for 5 local trainers (2 training sessions of 2 days)	\$ 2.000	\$ 0
Training sessions for local staff in Italy	\$ 22.775	\$ 0
1 round trip Tel Aviv-Rome for 5 local staff	\$ 3.150	\$ 0
allowances for one professional translator	\$ 2.500	\$ 0
5 local staff per diem allowances (5 days each)	\$ 13.125	\$ 0
allowances for 4 trainers in Italy (1 training session of 5 days)	\$ 4.000	\$ 0
MA'AN Development Center capacity building and fund raising training program in favour of WCC of Dura members	\$ 0	\$ 13.625
Training activities	\$ 0	\$ 9.500
Coaching/On-the-job training	\$ 0	\$ 1.200
Other Direct Costs	\$ 0	\$ 2.925
<b>Subtotal 4 - Training activities</b>	<b>\$ 41.875</b>	<b>\$ 13.625</b>
<b>Visibility expenses</b>		
Information materials (leaflets, brochures, papers,...)	\$ 480	\$ 0
Video	\$ 0	\$ 0
Organization of promotional events	\$ 2.100	\$ 0
<b>Subtotal 5 - Visibility</b>	<b>\$ 2.580</b>	<b>\$ 0</b>
<b>Organizational and functioning costs</b>		
Rent	\$ 8.075	\$ 1.425
Utilities (electricity, telephone, water, ...)	\$ 3.400	\$ 600
Motor vehicle rent and fuel for international personnel	\$ 5.100	\$ 900
Stationery and maintenance	\$ 3.400	\$ 600
Transportation from/to spots for local staff	\$ 4.250	\$ 750
Furniture	\$ 6.300	\$ 0
Technical and communication equipment	\$ 1.650	\$ 0
Cleaning services	\$ 3.400	\$ 600
<b>Subtotal 6 - Organizational and functioning costs</b>	<b>\$ 35.575</b>	<b>\$ 4.875</b>
<b>UNIFEM costs for Monitoring and Evaluation</b>		
<b>Subtotal 7 - UNIFEM costs for Monitoring and Evaluation</b>	<b>\$ 0</b>	<b>\$ 20.000</b>
<b>SUBTOTAL 1-7 PROJECT DIRECT COSTS</b>	<b>\$ 181.469</b>	<b>\$ 57.302</b>
<b>ADMINISTRATIVE EXPENSES OF DD IN ITALY (7% of the subtotal)</b>	<b>\$ 12.703</b>	<b>\$ 4.011</b>
<b>EXPENSES OF UNDP (7% of the subtotal)</b>	<b>\$ 12.703</b>	<b>\$ 4.011</b>
<b>TOTAL BUDGET</b>	<b>\$ 206.875</b>	<b>\$ 65.325</b>
<b>OF WHICH YEAR 2010</b>	<b>\$ 169.980</b>	<b>\$ 56.589</b>
<b>OF WHICH YEAR 2011</b>	<b>\$ 36.895</b>	<b>\$ 8.735</b>

## V. MANAGEMENT ARRANGEMENTS



### Project Key roles:

- A **Project Board** (PB) (Project Steering Committee) will be established at the start of the project to provide strategic guidance and review progress of the implementation of the project. The PB will be composed of high-level representatives of the Governorate of Hebron and the Municipalities of the 3 villages, Italian Cooperation, UNDP, UNIFEM, and the candidate NGO (DD). PB may invite representatives of other national organizations and international development partners to its meetings.
- The **Project coordinator (PC)** is responsible for day –to- day management and decision- making for the project under the super vision of the PB. Her prime responsibility is to ensure that the project produces the result specified in the project document, to the required standard of quality and within the specified constraints of time and cost.  
(For more details refer to the **Terms of Reference in Annex II**)
- The **senior gender expert (SGE)**, a DD expert with a long and specialized experience in managing highly specialized centres for women and children escaping violence and discrimination and in implementing similar projects, with specific experience in the occupied Palestinian territories. She will support the project on-site coordinator, through planned missions on-site and staying constantly in touch with her via e-mail and telephone when not present in Palestine, by offering a comprehensive and continuous supervision to the spots’ activities. During her presence she will manage periodical staff meetings and other “thematic” meetings ad hoc, also elaborating effective strategies of intervention for the spots.  
(For more details refer to the **Terms of Reference in Annex III**)
- The **Local Coordinator and educator expert (LCEE)** role will be undertaken by a Palestinian professional that will work in coordination with the staff of DD. She will play the role of a permanent consultant for the entire duration of the project, supporting the Project coordinator in the coordination of the local staff and

contributing to the improvement of the three spots in the three villages area, through offering her experience to develop a strategic plan of action and reinforce the collaboration with the staff, local NGOs and authorities.

(For more details refer to the **Terms of Reference in Annex IV**)

- For the **local Psychologist (LPS)** refer to the **Terms of Reference in Annex V**
- For the **local Lawyer (LLA)** refer to the **Terms of Reference in Annex VI**
- For the **local Social worker (LSW)** refer to the **Terms of Reference in Annex VII**
- For the **local health counsellor (LHC)** refer to the **Terms of Reference in Annex VIII**

## VI. MONITORING FRAMEWORK AND EVALUATION

UNIFEM will be responsible to develop a logical framework on the basis of the approved project document.

Regular monthly meetings with project partners and key actors will be organized by UNIFEM to monitor the project implementation and to collect data relevant to the project evaluation.

In these monthly meetings UNIFEM and UNDP will also assess programmatic needs of the project and discuss with Differenza Donna and the other implementing partners best ways forward to meet the project objectives.

UNIFEM will develop a final evaluation report highlighting achievements, lessons learnt, and challenges of the project, with special focus on highlighting the innovative aspects of the initiatives and their potentials in terms of sustainable, nationally owned continuity and/or replication of the initiative.

### Quality Management for Project Activity Results

*Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".*

<b>OUTPUT 1: Specialized support services provided to Women and children victims of gender-based violence in Dura, Yatta and Halhul</b>		
<b>Activity 1 (Atlas Activity ID)</b>	<b>Provide regular specialized legal, health and psycho-social counselling services</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Activity 2 (Atlas Activity ID)</b>	<b>Offer microcredit counselling and assistance</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Purposes</b>	<i>Reach the highest possible number of women and children victims of violence in Halhul, Yatta and Dura</i> <i>Ensure regular provision of specialized counselling and support services offered by the three anti-violence spots of Dura, Yatta and Halhul</i> <i>Extend the number of open days of the 3 spots, with the aim to keep the spots open at least 5 days on 7 weekly</i> <i>Increase 3 spots' human resources</i> <i>Add to the already provided services (see above, Situation analysis, point 3) counselling on micro credit modalities and opportunities</i>	
<b>Description</b>	<i>Provision of specialized social and legal counselling, 5 days a week, according to schedule</i> <i>Identification and recruitment of trainees / interns</i> <i>Provision of counselling on micro credit modalities and opportunities, according to schedule</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Spots open regularly, 5 days weekly, as documented by spots register	Spots' register compiled by spots staff	Monthly
Percentage of women victims of violence	Data sheet compiled by spots staff upon	Monthly

approaching the spots	cases' files	
Beneficiaries' satisfaction rate	Prevalence of quick consultations (up to three times) as reported in data sheet compiled by spots  Inclusion of key questions (and documentation of beneficiaries' answers) during counselling sessions to verify correspondence of offered services to women's needs and rights	Monthly
135 women/120 children benefit from social/legal/medical advice in the 3 spots	Data sheet compiled by spots staff upon cases' files	Monthly
10 women victims of violence represented in courts to gain their rights	Data sheet compiled by spots staff upon cases' files	Monthly
6 women benefit from micro credit counselling provided by 3 spots	Data sheet compiled by spots staff upon cases' files	Monthly
Selection criteria for trainees / interns developed including gender sensitivity, spirit of solidarity and ability to develop	Evaluation of gender sensitivity, spirit of solidarity and ability to develop contained in trainees' interview reports	End of Q2 2010
Recruitment of new staff (out of selected trainees) completed within 2 months from the start-up of the project	Interview reports	End of Q2 2010
<b>Activity 3 (Atlas Activity ID)</b>	<b>Improve equipment and infrastructure of the 3 spots</b>	<b>Start Date: 5/2010 End Date: 6/2010</b>
<b>Purpose</b>	<i>Increase the equipment of the 3 spots, in order to strengthen spots' staff communication, networking, data elaboration and management</i>	
<b>Description</b>	<i>Provide list of needed equipment and furniture for the 3 spots Analyze the availability of the needed equipment in the local market and compare the prices offered by the providers Select the providers Purchase the selected equipment Ensure installation of the purchased equipment in the 3 spots</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
List of equipment and furniture developed in consultation between DD and WCC and upon the nature of the services provided by the 3 spots	List of requested equipment and furniture subscribed by DD and WCC	End of Q2 2010
Requested furniture and equipment for the spots purchased and functioning within 2 months from the start-up of the project	Price analysis sheet compiled by DD, also including cost effectiveness	End of Q2 2010
<b>Activity 4 (Atlas Activity ID)</b>	<b>Training for spots staff locally and in Italy</b>	<b>Start Date: 6/2010 End Date: 2/2011</b>
<b>Purpose</b>	<i>Local training: Improve the competencies of the new human resources introduced at the 3 spots. A constant technical contribution and transfer/ development of competencies will be activated daily through the methodology of "on-site training". Training in Italy: Transferring and promoting DD know-how and distinctive competencies in the management of the centres</i>	
<b>Description</b>	<i>Define on the job training objectives and activities for each new trainee Define a training calendar for the training session in Italy Define the training contents Prepare the training material</i>	

	<i>Arrange travels and hotels</i> <i>Carry out training sessions</i> <i>Prepare a detailed report on the training program carried out</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Training program developed in consultation with local partners	Participatory process documented in minutes of meetings	Q3
640 coaching hours provided to 4 interns / staff	Technical reports by DD Local Technical Coordinator	Bi-monthly
5 training days provided in Italy for local staff	Training report developed by DD senior experts including detailed program and materials  Training evaluation forms compiled by attendees	End of Q3 2010
10 persons, between new and old spots staff, and WCC staff participating to the training in Italy	Attendees evaluation by DD trainers	End of Q3 2010
<b>Activity 5 (Atlas Activity ID)</b>	<b>Promote the spots in the community (production and distribution of information materials, organization of promotional events)</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Purpose</b>	<i>To publicize the activities of the spots and to spread a culture in respect of women's rights</i> <i>Organization of community events promoting the spots</i>	
<b>Description</b>	<i>Define the information material contents and format in consultation with project partners</i> <i>Evaluate the costs</i> <i>Select a local provider</i> <i>Assign the work</i> <i>Distribute the materials</i> <i>Define the contents of the events</i> <i>Schedule the events</i> <i>Promote the events</i> <i>Carry out the events</i> <i>Draft a detailed report on each event.</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
1.000 copies of information materials produced and distributed	Quantity of information materials produced and distributed documented in progress reports by DD	Quarterly
150 women residing in the three villages area participating in awareness raising activities	Events reports by DD	Q3 2010 and Q1 2011
<b>Activity 7 (Atlas Activity ID)</b>	<b>Link the spots, through existing referral systems, with other protection centres, including shelters</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Activity 8 (Atlas Activity ID)</b>	<b>Link the spots to other women's community based organizations in the area</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Purpose</b>	<i>To improve the effectiveness and the coordination of the activities and projects carried out by the 3 Zohra spots and among them and other protection centres, including shelters (such as Mehwar Centre) in the framework of the national referral system that is in the process of being implemented at the national level for the victims of violence by Palestinian NGOs in cooperation with the Ministry of Social Affairs (MoSA).</i>  <i>To create a network with local women communities in the area in order to facilitate the effectiveness of the Zohra spots activities and their institutionalization.</i>	
<b>Description</b>	<i>Implement referral system with Mehwar centre and other protection centres for the most at risk cases</i>	



	<i>Organize a network with local women's organization also counting on the agreement and the cooperation with the Women Cultural Centre (WCC) of Dura (see Output n. 2)</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
10 women expected to be referred to other protection centres	Data sheet compiled by spots staff upon cases' files	Monthly
15 cases expected to be followed up in cooperation with MoSA District Office	Data sheet compiled by spots staff upon cases' files	Monthly
5 women's community-based organizations involved in common activities	Events / progress reports by DD	Quarterly
<b>Activity 9 (Atlas Activity ID)</b>	<b>Conduct regular supervision meetings for staff of the spots;</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Purpose</b>	<i>This project necessitates constant supervision from a team of domestic violence shelter experts who have a critical view of gender difference and who know how to integrate the various steps and to follow the spot workers in the development of an innovative professionalism that still goes for the most part unrecognized.  This team made available by the implementing NGO DD is composed of an on-site project coordinator and by a "Senior" gender and shelter expert, who will offer her highly specialized contribution to all the activities of the project.</i>	
<b>Description</b>	<i>Organize and carry out regular supervision meetings Draft a brief report of each meeting</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
At least 1 weekly supervision meeting (4 meetings each month) should be conducted	Supervision reports developed by DD on regular basis	Monthly
<b>(Atlas Activity ID)</b>	<b>Monitoring and Evaluation</b>	<b>Start Date: 5/2010 End Date: 4/2011</b>
<b>Purpose</b>	<i>This project is a pilot initiative containing innovative aspects whose effective implementation may have implications on the development of a national strategy for antiviolenace services for women in the oPt, currently led by the Ministry of Social Affairs, UNIFEM being a strategic partner in it.  At the same time, the same innovative nature of the project presents challenges and sensitive issues that require careful and competent monitoring and follow up, to guarantee success and future operation of the spots, through a sustainable and nationally owned arrangement.  A Monitoring and Evaluation plan, benefiting from UNIFEM expertise and experience in the field of combating violence against women in the oPt, appears to be a valuable tool to pursue minimization of the risks, effective address of the challenges, and valorisation of project potentials.</i>	
<b>Description</b>	<i>Development of logical framework Monthly monitoring meetings Data collection Quarterly monitoring reports Evaluation report</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Logical framework including tailored quantitative and qualitative indicators	Identification of indicators previously adopted for similar services and adapted to the specificity of the spots	Start-up of the project
Diversified and comprehensive provision of inputs regarding spots provision of services	Broad participatory approach in gathering feedback and information from project beneficiaries and partners on spots provision of services	Quarterly
Systematic data collection by spots staff under the supervision of DD and WCC	Regular and timely provision of collected data, according to the logical framework, by project coordinator to UNIFEM	Monthly

<b>OUTPUT 2: Zohra centres equipped with an annual plan for institutional and sustainable development</b>		
<b>Activity 1 (Atlas Activity ID)</b>	<b>Implement a capacity building and fund raising training program for 3 members of the General Assembly and the Board of directors of the WCC, that will be managed by another local NGO (MA'AN Development Centre)</b>	<b>Start Date: 7/2010 End Date: 10/2010</b>
<b>Purpose</b>	<i>Know-how transfer and capacity building for the local NGO (WCC) to be involved in the management of the "Zohra centres", with the aim to ensure long term sustainability of the spots and their institutionalization (national ownership)</i>	
<b>Description</b>	<i>Define a training calendar with WCC and the NGO Ma'an delivering the training courses Ma'an to carry out training courses Develop with WCC the criteria to select the members of the General Assembly and the Board of directors of the WCC who will participate in the courses Verify the results of the training courses Prepare a detailed report on each session delivered</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
3 members of the General Assembly and the Board of Directors of the WCC who will take part in and complete successfully the capacity building and fund raising training program	Training report developed by Ma'an NGO	End of Q4 2010
WCC Director and BoD involved in key meetings regarding the spots management	Participation of WCC members documented in minutes of meetings	Monthly
<b>Activity 2 (Atlas Activity ID)</b>	<b>Develop, in partnership with local NGO (WCC of Dura), amendments to WCC by-laws;</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Purpose</b>	<i>To enable local NGO (WCC) to run the centres in the future. To assure long term sustainability of the Zohra spots and their institutionalization (national ownership)</i>	
<b>Description</b>	<i>Analyse discuss and modify the WCC by-laws in order to include the duties related to the management of the spots</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Amendments to the WCC by-laws developed and endorsed by WCC BoD	WCC development and endorsement of amendments to the organization by-laws documented in BoD meeting minutes	Q1 2011
Amendments to by-laws reflect WCC current capacity (in terms of human resources, financial means, skills, etc)	Amended by-laws	Q1 2011
<b>Activity 3 (Atlas Activity ID)</b>	<b>Develop, in partnership with WCC, spots procedures</b>	<b>Start Date: 5/2010 End Date: 2/2011</b>
<b>Purpose</b>	<i>To enable the local NGO (WCC) to run the centres in the future To assure long term sustainability of the Zohra spots and their institutionalization (national ownership)</i>	
<b>Description</b>	<i>Develop, in partnership with WCC, spots procedures according to the nature of the spots work</i>	
<b>Quality Criteria</b>	<b>Quality Method</b>	<b>Date of Assessment</b>
Spots procedures developed through participatory process	Spots procedures endorsed by WCC	Q1 2011

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## VII. LEGAL CONTEXT

The project document shall be the instrument envisaged in the Supplemental Provisions to the Project Document, attached hereto.

Consistent with the above Supplemental Provisions, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) Assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

**Risk Analysis.** Use the standard Risk Log template. Please refer to the Deliverable Description of the Risk Log for instructions

**Agreements.** Any additional agreements, such as cost sharing agreements, project cooperation agreements signed with NGOs<sup>1</sup> (where the NGO is designated as the "executing entity") should be attached. An Exit Strategy is included under article IX

**Terms of Reference:** TOR for key project personnel should be developed and attached

**Capacity Assessment:** Results of capacity assessments of Implementing Partner (including HACT Micro Assessment)

**Special Clauses.** In case of government cost-sharing through the project which is not within the CPAP, the following clauses should be included:

1. The schedule of payments and UNDP bank account details.
2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

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<sup>1</sup> For GEF projects, the agreement with any NGO pre-selected to be the main contractor should include the rationale for having pre-selected that NGO.

4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavours to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph [4] above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.

In accordance with the decisions and directives of UNDP's Executive Board:

The contribution shall be charged:

- (a) 7% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
- (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.

9. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
10. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.”

## ANNEX 1: RISK ANALYSIS

Risk Type	Description	Impact/ Probability Risk Effect (RE)	Management Response
Environmental	Political instability	I=4, P=2	Refer to: <ul style="list-style-type: none"> <li>the policies designed to combat gender violence produced by MOSA in 2004</li> <li>the special family units within the police force for family protection established in 2007 thanks to the creation of the <i>Mehwar Centre</i></li> <li>the <i>National Interdepartmental Committee</i> aiming to contrast gender based violence established, under the MOWA proposal, in 2008</li> <li>the CEDAW (Convention for the Elimination of all forms of Discrimination against women)</li> </ul>
	Police forces reluctant to cooperate	I=2,P=2	Capacity Building, visibility activities, training for local social workers and police forces. Possibility to refer women in life threatening conditions to the Mehwar centre.
Financial			
	Exchange rate increases	I=2,P=2 Project budget under estimated	Try to secure additional fund (decentralized cooperation)
Organizational			
	Project key personnel quit during the project implementation	I=4,P=1	Selection of new specialized personnel
Operational			
	Environmental difficulties to select the trainees	I=3,P=1	Use of local volunteers.
Strategic			
	Local institutions suspend the cooperation to the project	I=3,P=1	Put in place means of negotiation with local authorities

## **Annex II**

### **Terms of Reference of Project Coordinator (PC)**

#### **DUTIES AND RESPONSIBILITIES**

The Project coordinator (PC) will:

- Manage and administer the day-by-day in loco operations to ensure the effective implementation of the project during the execution of the project;
- Provide leadership and strategic thinking to ensure that project activities focus on critical areas;
- Prepare detailed work plans each six months for the implementation of the project;
- Supervise project personnel and consultants, monitoring and reviewing their assignments;
- Keep the representatives of the Project Board informed on the progress of the programme on monthly and quarterly reports;
- Plan and coordinate the monitoring mechanisms of the project in collaboration with PB and external partner to prepare project monitoring and evaluation;
- Develop and submit quarterly financial report along with narrative progress report.

More specifically, the PC will also:

- keep in constant contact via email and via monthly reports with the Gender Expert Senior even when the latter is not in Palestine
- Facilitate candidate Ngo DD's relations with the local institutions, Palestinian authorities and the UN agencies involved.

#### **COMPETENCIES AND SKILLS**

- University degree in Literature with master degree in women studies.
- **8** years of working experience in highly specialized centres for women and children escaping violence, in Italy and Palestine.
- Deep knowledge of the gender related issues and of the local social, political and economical environment
- previous experience in similar project in the occupied Palestinian territories, with proved experience in managing awareness raising activities and consolidation of a support network in gender related issues in the Hebron area
- fluent in English, good communication and networking skills
- Knowledge of Project Management main standards and techniques, and use of the most popular personal productivity software.

## **Annex III**

### **Terms of Reference for Senior Gender Expert (SGE)**

#### **DUTIES AND RESPONSIBILITIES**

Considering the highly specialized typology of the services provided by this initiative, the presence of the Senior Gender Expert (SGE) is necessary to support the Project Coordinator (PC) for a global and comprehensive supervision of the project.

More specifically, the SGE will:

- assure an adequate and regular presence on-site (40 estimated days of presence in Palestine divided into 4 missions)
- remain regularly in contact with the Project coordinator also when not present in Palestine via e-mail and telephone
- evaluate and select the most qualified trainees to be assigned to the 3 spots, through assessing their personal motivations and backgrounds
- offer, when present on-site, a comprehensive and continuous supervision to the spots' activities and of the competencies and the know-how applied to the 3 spots, assuring their consistency with the competencies applied at the Mehwar centre
- organize, when present, periodical staff meetings and other "thematic" staff meetings scheduled ad hoc
- elaborate effective intervention strategies for the spots
- provide a constant technical contribution and transference/development of competencies will be activated daily through the methodology of "on-site training"
- coordinate the training session foreseen in Italy

#### **COMPETENCIES AND SKILLS**

- University degree in Communication science. Master degree in women studies.
- Minimum 20 years working experience in the implementation and management of highly specialized centres for women and children escaping violence and in related research activities
- Minimum 15 years teaching experience in training courses on gender issues and women's rights
- Minimum 9 years of experience in development of similar projects with a significant and proved experience in the occupied Palestinian territories
- is a good communicator and has excellent networking skills
- Use of the most popular personal productivity software.

## Annex IV

### Terms for Reference for Local coordinator and educator expert (LCEE)

#### DUTIES AND RESPONSIBILITIES

The Local coordinator and educator expert (LCEE) will support the Project coordinator in the managing of the local staff, managing the training activities and the improvement of the three spots in the Hebron area, offering the added value of possessing a long and rich professional experience in these kinds of initiatives in Palestine and an excellent knowledge and understanding of the selected area.

More specifically, the LCEE will:

- work in coordination with the staff of the candidate NGO Differenza Donna
- support the Project coordinator in the management of the local staff
- support the Project coordinator in planning, organizing and managing the project training activities
- cooperate with the Senior Gender Expert (SGE) in the analysis and the management of the most at risk cases, in the programming the improvement of the services offered by three spots and in establishing a network with local institutions
- provide permanent consultancy to the Project coordinator for the entire duration of the project for the specialized services offered by the spots, contributing to the improvement of their quality
- offer experience to develop a strategic plan of action and reinforce the collaboration with local NGOs and authorities

#### **COMPETENCIES AND SKILLS**

- University degree in Social development – women and children education
- 4 years of working experience in highly specialized centres for women and children escaping violence in the occupied Palestinian territories, covering the position of Outreach Activity Coordinator
- deep knowledge of the gender related issues
- proved experience in educational and training activities
- excellent knowledge and understanding of the selected area with proved long experience within the Palestinian institutions (Ministry of Education)
- proved experience in the promotion of the women support services and awareness raising activities in the area and to the development of a local network of support
- fluent in Arabic and English, good communication and networking skills



## Annex V

### Terms for Reference for Local Psychologist (LPS)

#### DUTIES AND RESPONSIBILITIES

The Local Psychologist (LPS) will:

- provide initial psychological support to women and children who exhibit severe symptoms of Post Traumatic Stress Syndrome, as a consequence of being victims of violence, availing herself of the qualified contribution of mental health professionals
- Organize meetings, workshops, and awareness raising events to spread a culture of respect toward women and children human rights.
- Work in coordination with DD Project Coordinator and Gender Expert Senior

The Psychologist will benefit from training programmes in Italy and in Morocco which aim to develop the specific capacities and competencies necessary if one wishes to offer women victims of violence qualified support.

#### **COMPETENCIES AND SKILLS**

- University degree in Psychology. Master degree in counselling and community mental health
- **8** years of working experience in the field of psychological research and awareness activities on women's and children's rights
- deep knowledge of the gender related issues
- proved experience in educational and training activities
- excellent knowledge and understanding of the selected area with proved long experience with the Palestinian institutions
- previous experience in similar project in the occupied Palestinian territories, with proved experience in the promotion of the women support services and awareness raising activities in the area and to the development of a local network of support
- Fluent in Arabic and English, good communication and networking skills.

## Annex VI

### Terms for Reference for Local Lawyer (LLA)

#### DUTIES AND RESPONSIBILITIES

In order to ensure local women in the area the benefit of their rights the presence of a Lawyer in three spots established in the Hebron area is fundamental.

The Local Lawyer (LLA) will offer legal counselling to the women who turn to the spots and the possibility of legal representation in the courts when the launching of legal proceedings is deemed necessary for the protection and the exercise of their rights.

The Local Lawyer will work in coordination with DD Project Coordinator and Gender Expert Senior.

The LLA will benefit from training programmes in Italy and in Morocco which aim to develop the specific capacities and competencies necessary if one wishes to offer women victims of violence qualified support.

#### **COMPETENCIES AND SKILLS**

- University Degree in Law. Master degree in shar'ia law (personal law).
- **15** years of working experience in the field of promoting and defending women's human rights and supporting women to having their rights recognized, from both a personal and legal perspective, through providing legal counselling and representation in the courts.
- deep knowledge of the gender related issues
- proved experience in educational and training activities
- excellent knowledge and understanding of the selected area with proved long experience with the Palestinian institutions
- previous experience in similar project in the occupied Palestinian territories, with proved experience in the promotion of the women support services and awareness raising activities in the area and to the development of a local network of support
- Fluent in Arabic and English, good communication and networking skills.

## Annex VII

### Terms for Reference for Local Social worker (LSW)

#### DUTIES AND RESPONSIBILITIES

The Local Social Worker (LSW) duty will be to offer social counselling to women who turn to the spots also to coordinate the interventions carried out by the others local professionals and for the definition of customized and comprehensive projects to escape situations of violence, marginalization and abuse.

She will guarantee the connection between the 3 spots and the local network of social services.

The Local Social Worker will work in coordination with DD Project Coordinator and Gender Expert Senior

The LSW will benefit from training programmes in Italy and in Morocco which aim to develop the specific capacities and competencies necessary if one wishes to offer women victims of violence qualified support.

#### **COMPETENCIES AND SKILLS**

- **University degree in Social Services. Master degree in community services.**
- **5** years of working experience in the field of providing social services addressing women and children and groups
- deep knowledge of the gender related issues
- proved experience in educational and training activities
- excellent knowledge and understanding of the selected area with proved long experience with the Palestinian institutions
- previous experience in similar project in the occupied Palestinian territories, with proved experience in the promotion of the women support services and awareness raising activities in the area and to the development of a local network of support
- Fluent in Arabic and English, good communication and networking skills.

## **Annex VIII**

### **Terms for Reference for Local Health counsellor (LHC)**

#### **DUTIES AND RESPONSIBILITIES**

The Local health counsellor (LHC) will offer a first medical screening for the women who turn to the 3 spots, often lacking in awareness of their own health, thus facilitating the access to medical facilities present in the area.

She will organize regular meetings with the women of the area in order to spread a culture of prevention of the most common women diseases and to support them in the management of the relationship with their children.

The Local Health Counsellor will work in coordination with DD Project Coordinator and Gender Expert Senior

The LHC will benefit from training programmes in Italy and in Morocco which aim to develop the specific capacities and competencies necessary if one wishes to offer women victims of violence qualified support.

#### **COMPETENCIES AND SKILLS**

- University degree in Social Services. Master degree in Health counselling
- 15 years of working experience in the field of providing and coordinating programmes on health education and prevention addressing women and children in public and private law institutions and women's organizations.
- deep knowledge of the gender related issues
- proved experience in educational and training activities
- excellent knowledge and understanding of the selected area with proved long experience with the Palestinian institutions
- previous experience in similar project in the occupied Palestinian territories, with proved experience in the promotion of the women support services and awareness raising activities in the area and to the development of a local network of support
- Fluent in Arabic and English, good communication and networking skills.

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## IX. EXIT STRATEGY

In order to outline the exit strategy of the present project the following points must be taken into consideration:

- the duration of the project, that is limited to 10 months only
- the fact that this is an emergency project, whose main objectives are to assure the continuation and to strengthen the services offered by the three antiviolence centres of Dura, Yatta and Halhul in Hebron Governorate and, most of all, to assure their long term sustainability and their institutionalization (national ownership), that is a very important issue going beyond the transfer of technical skills, dealing with the direct management of the spots and their future evolution.

With reference to the latter, the success of the following actions will play a key role and will be considered as trigger points to be reached:

- the successful involvement in the management of the centres of a local NGO active in the field of the development and the promotion of the women of the area in the project (Women Cultural Centre of Dura), through:
  - the provision to the WCC members of a capacity building and fund raising training course managed by another specialized local NGO (MA'AN Development centre
  - the continuous and active participation of the WCC members to the regular coordination meetings
- Having discussed the proposed intervention with the Ministry of Social Affairs (MoSA), MoSA apologized for not participating in this venture, and asked not to be linked to it in an form or shape (please see attached letter dated 18 May 2010 and addressed to UNIFEM by the Minister). Yet, MoSA commended the initiative. As part of the exit strategy, the sustainability and adaptation on a national level will be secured by the Implementing Agency and related NGOs working in this initiative following the guidelines and referral systems adopted by the Directorate of MoSA in the Hebron District. Further regulation vis-a-vis the relation between the 3 antiviolence centres and MOSA will be done through the MoSA district office, and by clarifying divisions of roles and responsibilities, that may be helpful also to contribute in the elaboration of a national strategy for contrasting the phenomenon of gender based violence
- DD partners will also be producing, as part of the exit strategy, their future 2-3 year strategies of intervention.

The exit from the project will occur when the entire mutually agreed trigger points have been reached, identified through continuous monitoring of the project by the Project coordinator.

The PB is advised that trigger points have been reached and a meeting will be convened to discuss whether the handover process will commence or the project team involvement will be extended. In the case of negative triggers, further discussion about options for moving the initiative forward may be required.

The handover process may be as simple as compiling relevant documentation or may involve working with staff who will assume responsibility for activities previously undertaken by the project.

Upon completion of handover, a final report is drafted and delivered to the PB and UNDP. The report should be formally acknowledged by the PB and UNDP

Project related electronic documents (including e-mails) are archived to CD. At least two copies are made; one copy is to be given to the PB, the other to be retained by the UNDP. Paper documents not available electronically should also be copied and handed over to the PB and UNDP.

Palestinian National Authority

Ministry of Social Affairs  
Minister's Office

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



السلطة الوطنية الفلسطينية

وزارة الشؤون الاجتماعية

مكتب الوزارة

حضرة السيدة علياء اليسير المحترمة  
مسؤولة مكتب اليونيفم/ الأراضي الفلسطينية المحتلة  
تحية طيبة وبعد،،،

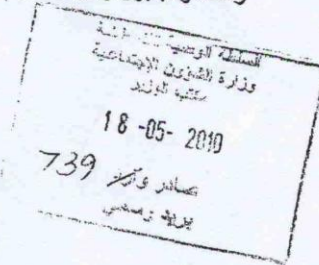
الموضوع: مشروع مراكز مكافحة العنف في الخليل "الزهرة"

نهديكم أطيب تحياتنا، ونثمن جهودكم في النهوض بواقع المرأة الفلسطينية. وبالإشارة إلى المقترح الخاص بمراكز مكافحة العنف في دورا ويطا وحلحول، وإذ نقدر حرصكم واهتمامكم بالمرأة المعنفة، يؤسفنا إبلاغكم بأننا نعتذر عن المشاركة في هذا المشروع ولن نكون طرفا فيه. وبخصوص الجمعيات الشريكة معكم في المشروع في منطقة الخليل فيسري عليها ما يسري على الجمعيات الخيرية في علاقتها بمديريات الشؤون الاجتماعية. أما بخصوص تحويل الحالات من المراكز الثلاثة إلى محور فهذا يتم أيضا من خلال مديريات الشؤون الاجتماعية. وعليه، نأمل حذف أية بنود أو مواد في الوثيقة تتعلق بوزارة الشؤون الاجتماعية أو بمديرية الشؤون الاجتماعية في الخليل.

وتفضلوا بقبول وافر الاحترام والتقدير،،،

ماجدة المصري

وزيرة الشؤون الاجتماعية



نسخة: السادة المحترمين مكتب UNDP