CDCE | جمعية التنمية المجتمعية والتعليم المستمر

Community Development & Continuing Education Institute

Strategic Plan

By - Mohammed (Ziad) Faraj

On - May 2014

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Background

Purpose

The central purpose of the assignment is to design, develop and implement a three-year strategic plan for the Community Development & Continuing Education Institute (CDCE-I) which is cost effective, user-friendly and functional, and which responds to the need for improved project-planning, implementation and management.

Key supporters and funders

The strategic planning task is part of a larger project titled, "Grass Roots Civic Action" that is financed by Catholic Relief Services (CRS) under the USAID-funded Community Participation Program (CPP)

Timeframe

The strategic planning process took place from April 5th until June 15th, 2014 as was determined in the contract signed between CDCE-I and the consultant.

Achievements to date

As part of the strategic planning process, the key tasks and outcomes achieved include:

- All relevant documents regarding CDCE-I and the CP program reviewed.
- Data collection tools designed, including tools for individual interviews and a SWOT analysis with staff members and board representatives.
- Environmental screening accomplished.
- Three-year strategic vision and strategic objectives developed and prioritized.
- Strategic issues identified and prioritized.
- A list of viable, effective and efficient strategies developed according
- to prioritized criteria.
- Strategic Plan developed and submitted on schedule.
- A one-year operational plan and accountability framework proposed.
- Fundraising strategy developed and proposed on schedule.

Executive Summary

CDCE-I was established in September 2010 to enhance the socioeconomic status of the West Bank through a variety of strategies including: capacity building and employability interventions with university students and graduates, awareness raising and advocacy interventions, and networking and partnership development with private, public and community-serving institutions. Since its establishment, significant activities have been conducted and impressive achievements have been attained. Thus, CDCE-I has taken the opportunity to conduct its first strategic plan, due to the fact that CDCE-I operations and services have started to expand to wider targets within the Bethlehem area and West Bank. Towards that end, CDCE-I was been granted this opportunity as part of the project mentioned above, "Grass Roots Civic Action", funded by USAID through the CRS/CP program.

During April and May 2014, the core activities of the strategic planning process were held and over the second week of June 2014 the strategic plan, operational plan, fundraising strategy, accountability framework and advocacy plan were proposed for CDCE-I review. As part of the environmental analysis process, it was clear that CDCE-I succeeded in achieving remarkable targets at all levels and through all of its projects and activities. CDCE-I staff are found to be qualified to a great extent and sufficient to perform the tasks assigned to them, thus far. Despite the fact of its recent creation, CDCE-I has become an active player in the community development and continuing education arena, at Bethlehem governorate level. The expansion of its operations to Hebron, Nablus and Jenin prove a significant success, though it is early to judge the impact of this expansion on the institution's strategic vision.

The emergence of CDCE-I within the boundaries of Palestine Ahliya University College brought CDCE-I's identity to the forefront of all discussions. The university is a private for-profit entity while CDCE-I was established as a non-governmental and not-for-profit entity. Still, both institutions are organically connected. It was vital for the profit-making university to have CDCE-I as an arm of its services in order to reach community donors while serving targets beyond students and graduates. However, CDCE-I views this relationship as a serious challenge to its autonomous identity, especially as its offices are located on the university's campus.

The sustainability of CDCE-I was a key strategic issue as well. Currently CDCE-I is dependent on a limited number of donors such as USAID and GIZ. The fact that There is no secure core fund to date and because the vast majority of its staff is hired on a project-basis, has many ramifications. One major ramification is job insecurity and the expectation for high turn-over. This has a potentially serious impact on staff morale, staff commitment and continuous need to search for alternative employment as they see their employment at CDCE-I as "temporary".

Purpose, Objectives & Timeframe

Purpose:

The central purpose of the assignment is to design, develop and implement a three years strategic plan CDCE-I which is cost effective, user friendly and functional and which responds to the needs for improved Project component planning, implementation and management of the project.

Objectives:

- The specific objectives of this assignment include:
- Define mission, vision, values, objectives and strategy (SWOT analysis).
- Define unique selling proposition, strategic priorities and action plan.
- Develop more effective internal evaluation mechanism.
- Propose a financial reporting system.
- Develop a sustainable fundraising strategy.
- Develop an Advocacy plan.
- Propose a new organizational structure.

Timeframe:

The strategic planning process was conducted from April 05th until June 15th, 2014 as determined in the contracted signed between the CDCE and the consultant.

Methodology

The strategic planning process applied a variety of methodologies. Those are summarized in the following:

- Reviewing all relevant and available documents including those reflecting the CDCE-I development history, progress reports, budgets, description of its interventions and others. Also, a review of the strategic planning literature in similar fields was held. Through this review, a list of key factors and issues to
- Additionally, the most convenient strategic plan framework to CDCE-I as a young organization was adapted.
- Individual Interviews was the second method we applied by which 7 key informants (4 internal and 3 external) were interviewed. A semi-structured questionnaire was designed for these interviews in the light of findings from the documents review.
- Focus Groups were a third methodology we used with CDCE-I staff to analyze the internal environment and strategic issues identification and prioritization. Two-day workshops were held for these focus groups. A third focus group was implemented with the senior staff and board representatives to discuss and review the internal and external environment screening and identify the priorities for fundraising strategy. Two e-hours meetings held with this focus group.

Identity of CDCE-I

Mission

The mission of CDCE-I is "To contribute to the development of the local Palestinian community by enhancing the integration of youth into the labor market, working towards sustainable development, and promoting citizens' active engagement in public discourse. CDCE-I aims to achieve these goals through the implementation of programs & projects in the areas of capacity building, awareness raising, and advocacy, based on CDCE-I's belief in the value of citizens' active participation in the development process, and their equal right to access and benefit from all social resources and opportunities." This represents a rephrased and refocused mission statement reflecting the spirit of original statement CDCE-I developed in its establishment in 2010.

Vision

Since this is the first time that CDCE-I has worked on developing its strategic plan, and after the review of the proposed vision by its seniors as founded in the different documents, the following vision represents the voice and well of CDCE-I staff and board members as strategic planning was interactive and participatory-based:

"CDCE-I strives to play a key role in the areas of youth and community development in the West Bank in general, and Bethlehem governorate in particular, through well-planned interventions targeting youth empowerment and institutional and community development".

Values

As CDCE-I staff and board have agreed, the following are the most important values that CDCE-I stands for:

- Equal opportunity and active participation of all partners in the development process.
- Transparency and Accountability
- Social Justice
- Integrity and Reciprocity

Operating Principles

Within CDCE-I, the following operating principles were identified by the staff and board:

- Professionalism
- Ownership and belonging
- Commitment and acknowledgment
- Mutual Respect and Reliability
- Information sharing and constructive feedback

Summary of Theory of Change

CDCE-I occupies a unique position between the Palestine Ahliya University College, as a service provider, and the local community, where development needs are rapidly increasing and changing due to continuously deteriorating socioeconomic and political conditions. Since its establishment, the innovative approach that CDCE-I adopted was driven by the vision of empowering youth and enhancing their capacities to allow them to have a greater and more active role in the sustainable development of their community. Therefore, youth are at the core of CDCE-I's interests and interventions, and university students and graduates in the West Bank in general, and PAUC in particular, as well as secondary students, are direct beneficiaries of many CDCE-I interventions. What's more, youth are both a target and a change agent. Some of the receive get the CDCE-I services and an opportunity to fulfill their individual need, while others get it as an opportunity to play an active role in serving their local community.

On the other hand, other groups, other than youth, may benefit from interventions in which professional and community volunteers are involved. Towards that end, CDCE-I designs and delivers a package of interventions (programs and projects) in

different areas including, but not limited to, capacity building in professional and technical fields, awareness raising on human rights and social justice, business and microeconomic development, good governance, and social and policy advocacy (according to CDCE-I reports).

Furthermore, CDCE-I believes that strategic partnerships and networking with other civil society organizations, public service providers, local government units, private sector groups, and Arab and international donors is key to implementing effective and efficient interventions on the local and national scale. CDCE-I feels strongly that no single actor can bring about a sustainable change in a complex set of socioeconomic and development issues given an environment of increased demand, competition and continuously diminishing resources.

Strategic Planning Process

How and Who?

The strategic planning process passed through a series of planned steps. Since it was a participatory process, various individuals were engaged at each level. The first step in the process was the preparation and launch, during which several tasks were performed including: a) the establishment of the strategic planning team, in which three CDCE-I core staff members (including the executive director) were engaged, b) the orientation of CDCE-I staff on the strategic planning process, c) the development of a list of key staff for individual interviews, and d) developing the list of key documents for review.

The second step was reviewing all relevant documents and designing the data collection tools which reflect all relevant data. The third step involved environmental scanning during which in-depth individual interviews were conducted with 8 persons, five of them internal CDCE-I staff and three external staff (See Annex 6). Part of the environmental screening was the SWOT and PEST analyses, implemented during a 2-day workshop (11 contact hours). The CDCE-I staff collected data for PEST session five days prior to the first day of the workshop, during which they were expected to meet other well-prepared CDCE-I staff and volunteers and ask them questions about the political, economic, social and technological trends in the external environment that are currently influencing the operations of CDCE-I, or would influence its future plans and interventions., The environmental screening process also incorporated the views of the CDCE-I board and senior staff through SWOT and PEST analyses.

The fourth step was focused on reviewing the current mission statement, and developing the strategic vision and objectives for the next 3 years. The strategic issues (obstacles, concerns, and challenges, etc.) were identified and a list of mitigation strategies were developed and prioritized as part of the fourth step. The fifth step involved the development of the operational plan for the first year. The first draft of the strategic plan and operational plan were then presented to CDCE-I staff and board to add the final touches before finalization.

Analysis of Internal Environment:

The main findings classified under strengths and weaknesses are the following:

6.2.1 Strengths:

- The vision of CDCE-I that combines the community development dimension with that of continuing education constitutes a competitive advantage compared with other continuing education centers in the West Bank in general, and Bethlehem in particular.
- Full authorization of CDCE-I Board of Directors to the executive team to plan, prioritize, and perform
- The successful expansion to Hebron, Nablus and Jenin (out Bethlehem governorate) constitutes the first step towards wider coverage in the West Bank.
- High job satisfaction and morale among CDCE-I staff reflects its participatory management and leadership.
- Open door policy for volunteers, though no policies or strategies have been developed in this area given the fact CDCE is still a rather young institution.
- The professional and technical capacities of staff are sufficient to perform the duties and functions that current programs demand.
- Strong and effective partnerships at the local and national levels.
- Sufficient and enabling technological infrastructure that CDCE needs to keep active internal and external professional cooperation and work relationships functional
- Satisfactory attention and efforts made by CDCE-I management to enhance and promote the technical and professional capacities of its staff and volunteers.
- Satisfactory segregation of roles within CDCE-I projects.
- Information sharing, feedback and transparent communications despite the fact that there is a need for more systematization in this arena.
- Being located within PAUC provides CDCE-I with a package of strengths including open access to students, a major target group in CDCE-I programming, access to a pool of professional and academic resources within the university, and access to many other facilities and resources like computer

- labs, halls and open spaces where CDCE-I can implement different various activities and programs.
- Having reliable and advanced financial and administration systems in place.
- The fact that CDCE-I is still a young institution provides it with a wider margin of strategic options and flexibility.
- The expertise accumulated by CDCE-I in the development of strategies that work towards bridging the gap between a university education and labor market demands, an area of great interest for unemployed graduates.

6.2.2 Weaknesses:

- Confused identity given the fact that CDCE-I is located within the university and the community still perceives it as such and not an independent civil society organization.
- Unsystematic coordination and flow of info between programs and their staff
- The lack of a clear and official system to manage and organize volunteerism.
- Absence of systematic marketing policy and strategy locally, nationally and internationally.
- Unsystematic monitoring and evaluation policies and systems within CDCE-I.
- The fact that CDCE-I operations is greatly dependent on project grants creates a high level of turnover and deep sense of job insecurity.
- Administrative policies still lack important sections such as progressive incentive and benefits packages.
- A poorly updated website - especially the platforms, fields and icons.
- There is clear absence of continuing education programming and courses that may generate revenues for CDCE-I.
- Poor utilization of qualified human resources and integrating them into CDCE-I programs and services.
- Confused identity with the Palestine Ahliya University College due to the shared location of the two.
- The technical and professional capacities of the team are not on the advanced level needed in order to improve the quality of services that CDCE-I provides and enhance its competitiveness.

- The fact that CDCE-I is very young limits its capacity to compete with others who are more experienced in the field.
- The IT capacities of CDCE-I staff are considered weak.
- CDCE-I's performance in the field of advocacy and networking is limited.
- The limited amount of partnerships with the private sector for economic development purposes.
- Unsystematic methods of internal monitoring on the staff's performance.
- Weak capacity in operational planning.
- There is a potential conflict in the vision and management of CDCE-I as an independent society and the formal continuing education unit it represents for PAUC.
- The roles and responsibilities of staff are confused to some extent and need clarification.
- Fundraising activities are limited to two staff members with no support of the board

Analysis of External Environment

6.3.1 Opportunities:

- CDCE-I is highly valued by Palestine Ahliya University College as a fundraising platform since the university is a private-for-profit entity, and therefore cannot reach out to donor-funding in this capacity. CDCE-I is the platform for community development and continuing education for the university.
- There is an increased interest by donors on CDCE-I's work with and for youth in general, and university students / graduates in particular.
- There is a huge demand on work with and for local communities on specific social and economic development levels.
- The successes that CDCE-I has accomplished so far, particularly in the field of career guidance, entrepreneurship and capacity building, enable it to establish a wider range of partnerships and implement interventions with wider targets and with local, national and international actors, including donors.
- The technological revolution would enhance the internal and external communications and would enable effective marketing and collaboration opportunities.
- There is an opportunity for CDCE-I to reach out and recruit international

volunteers who might strengthen its capacities to sustain itself and improve operations and programming.

- The potential opportunity for CDCE-I to design and develop specialized courses, that other continuing education centers are not offering, by utilizing the unique professional capacities available at the Palestinian Ahliya University College. This may increase its revenue-generating capabilities that would enhance the Society's sustainability.
- Based on the success that CDCE-I has achieved in Hebron, Nablus and Jenin, there is a potential for wider coverage and deeper expansion into the West Bank.
- The need to apply more systematic efforts to establish partnerships with Palestinian private sector would enhance the Society's sustainability and decrease its reliability on external donors.

6.3.2 Threats:

- The surrounding political and socioeconomic instability exposes CDCE-I to great risk at funding levels and especially with the limited number of donors that CDCE-I is currently dependent on.
- The increasing number of competitors competing for the limited or diminishing funding opportunities in the areas of development in general, and youth development in particular.
- The fact that there are very limited income-generating activities weakens the Society's ability to sustain itself.
- The community still confuses the identity of CDCE-I with that of the university, a private for-profit entity.

Strategic Priorities

Strategic Objectives

Given the agreed upon mission and strategic vision mentioned earlier, CDCE-I prioritized the following strategic objectives that should be accomplished over the next 3 years (2014/2015 – 2017/2018):

7.1.1 Institutional Development:

To enhance the institutional capacities of CDCE-I to effectively and efficiently design and deliver what contributes to the accomplishment of its vision and what would promote its sustainability;

Outcome KPI:

CDCE-I is sufficiently capable of designing and delivering interventions that are directly serving its vision and sustainability

7.1.2 Programme Development:

To review and enhance the quality of its ongoing interventions and introduce new ones that are responsive and relevant to the needs and demands of the Society's various targets and partners.

Outcome KPI:

The various beneficiaries of all CDCE-I interventions are satisfied with the positive changes brought to their well-being.

7.1.3 Advocacy:

To promote the CDCE-I status and the strategic issues it is supporting through a variety of interventions

Outcome KPIs:

The new strategic framework and key development issues it is designed to address were sufficiently communicated and shared with all beneficiaries and partners

7.1.4 Fundraising:

To develop and implement a fundraising strategy that would contribute to the Society's sustainability through a systematic review of CDCE-I's current funding sources and plans to reach out additional potential sources, and to develop a plan to enhance internal revenues in the future.

Outcome KPI:

% of needed resources for CDCE-I to deliver its planned interventions secured and provided efficiently.

Strategic Issues:

The team identified a list of strategic issues that should be addressed in order to accomplish the strategic objectives identified in section 5.1. Issues are (without prioritization):

- Limited outreach and memberships to awareness building and advocacy networks at the local and national levels.
- Limited partnerships with local NGOs and CBOs.
- The dependency on a narrow base of donors and lacking a clear fundraising strategy.
- Absence of programming targeting the public's awareness of human rights.
- Limited number of programs directed to raise capacities of youth.
- Absence of internal communication policy and system.
- Limited technical and professional capacities of the CDCE-I team, and the lack of specialized experts.
- Weak PR function and absence of marketing strategy.
- The lack of specialized professional diploma programs.
- Values of transparency, accountability and equity need to be promoted within CDCE-I

Strategies and Priorities

CDCE-I team suggested a list of strategies to address the strategic issues identified in section 7.2. Those strategies and their priorities as perceived by CDCE-I team are as follows:

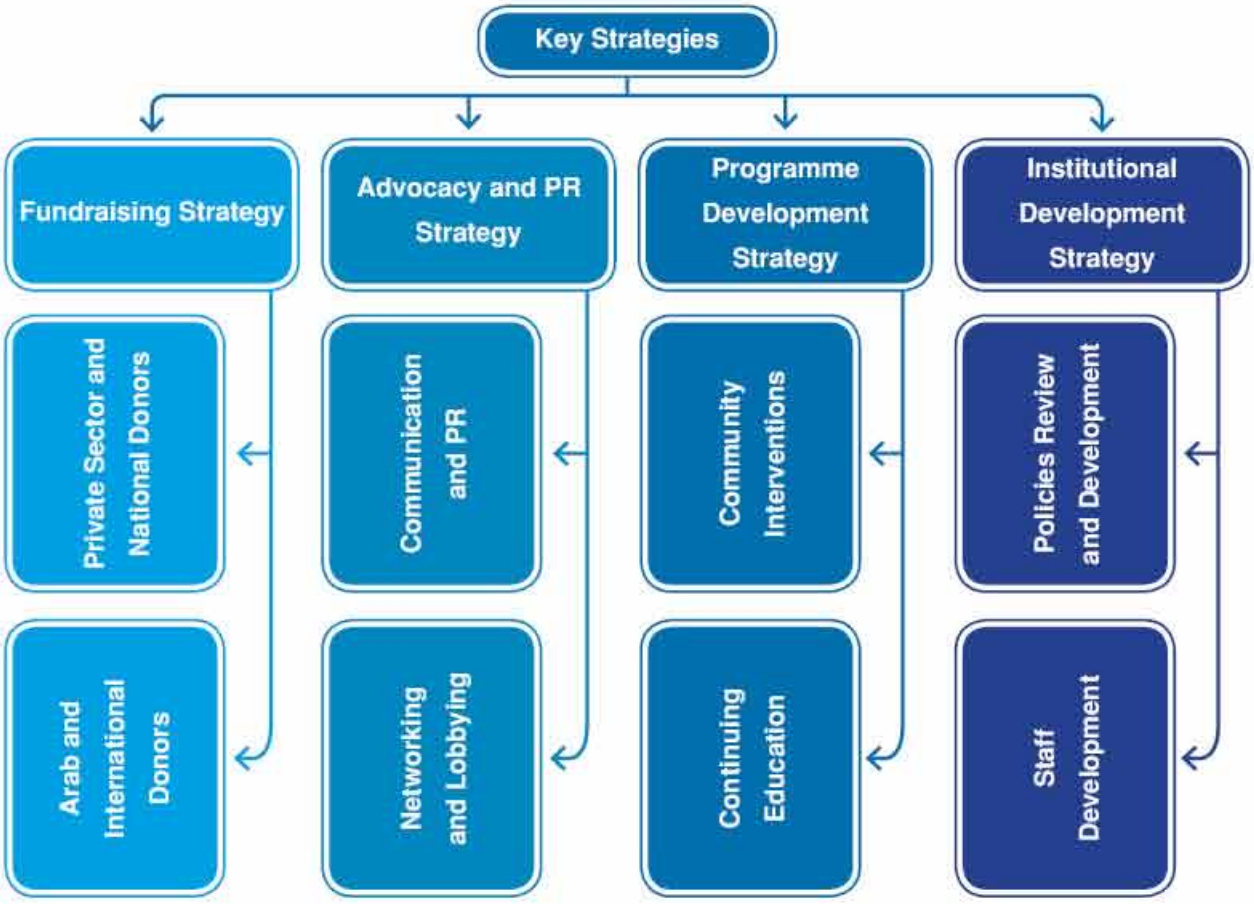
Strategy	%	Priority
Review of existing partnerships and envisioning new ones to enhance the CDCE-I capacities to accomplish its strategic vision and objectives	92%	1
Developing the team's technical and professional capacities and recruiting more specialized experts	92%	1
Improving CDCE-I public relations and marketing capacities	88%	2
Designing and delivering professional diplomas	88%	2
Designing and delivering more programs aiming to raise the capacities of youth	88%	2
Diversifying CDCE-I's pool of donors	88%	2
Reaching out to and becoming members of national advocacy networks	83%	3
Developing internal communication policy and system	75%	4
Developing and delivering programs to raise the public awareness of human rights	71%	5
Developing and delivering programs to raise the public awareness of human rights	71%	5

The above listed and prioritized strategies are classified under four major strategies illustrated in diagram 7.3.1 and reflected in section 7.1 as areas where the strategic objectives are focused:

1. Institutional Development Strategies: that is comprised of two sub-strategies; Policy Development and Staff Development.
2. Programme Development Strategies that is comprised of Community Intervention and Continuing Education strategies
3. Advocacy Strategies which is comprised of two sub-strategies; Communication and PR, and Networking and Lobbying
4. Fundraising Strategies that comprised of the strategy of Private Sector and National Donors targeting, and the strategy of targeting the Arab and International Donors.

Diagram 7.3.1

CDCE-I Key Strategies



Implications for the Current Programs

In the light of the above inputs made by all selected stakeholders for this strategic plan, there are some key implications for the current programs and priorities for CDCE-I to consider. Some of those reflections will be at the following elements and levels:

- The current organizational structure, lines of authorities and responsibilities
- The jobs descriptions
- The communication system
- The designs of current programs
- The relationship with PAUC
- The degree of BODs involvements
- More professional staff on board
- More intensive capacity building initiatives
- More focused and intensive PR and fundraising activities

Operational Plan *(One Year)*

Operational Objectives:

The operational objectives that should be accomplished by the end of the first year (2015) are:

11.1.1 The CDCE-I organizational and M&E structure, communication policies and HR manual are reviewed and developed through resources and capacities available within the PAUC and / or outsourcing mechanisms.

11.1.2 All areas of confused functions and overlap between CDCE-I and PAUC, as well as areas for cooperation are negotiated and clarified.

11.1.3 All ongoing programs / projects are streamlined with this operational plan, given the possible modifications to the organizational structure and staffing, and 3-4 new interventions are introduced.

11.1.4 An advocacy plan for CDCE-I developed and implemented.

11.1.5 A fundraising strategy and sustainability enhancement plan developed and implemented

11.2 Implementation Timeframe:

This plan will be implemented over 12 months starting January 1st, 2015 and ending by December 31st, 2015.

Targets:

The targets of this plan and its various interventions are the following:

- CDCE-I staff, board and the relative management and staff at Palestine Ahliya University College.
- Youth groups, including universities graduates, who are targeted by the ongoing programs / projects in Bethlehem, Hebron, Nablus and Jenin Governorates.
- All other groups who are targeted by the ongoing programs / projects in Bethlehem, Hebron, Nablus and Jenin Governorates
- Youth groups, including university graduates, who will be targeted by the new programs / projects in Bethlehem, Nablus, Jenin, Tulkarim, Qalqelia, Salfit, Tubas, Jericho and Hebron Governorates
- All other groups who will be targeted by the new programs / projects in Bethlehem, Nablus, Jenin, Tulkarim, Qalqelia, Salfit, Tubas, Jericho and Hebron Governorates.
- Current and future donors who would be interested in the institution at the local, national, regional and international levels.

Activities, Roles and Responsibilities, Outputs and Outcomes, and Resources:

Objective Code	Activities	R&R	Resources
9.1.1	Developing ToR for all institutional development tasks تطوير الإطار المرجعي لمهام التطوير المؤسساتي	Ex. Director and Financial Officer المدير التنفيذي والمدير المالي	
	Recruiting competent human resources for each task from within the university or through outsourcing توظيف الموارد البشرية اللازمة		
	Conducting the different tasks تنفيذ المهام المتفق عليها		
	Producing the relevant policy papers and capacity development plans إنتاج السياسات والخطط المطلوبة		
	Conducting the institutional development plans تنفيذ خطط التطوير المؤسساتي المقترحة		
	Applying the policies تنفيذ السياسات التي تم اقتراحها		
	Develop the ToR for the organizational structure development تطوير الإطار المرجعي لتطوير هيكلية الجمعية		
	Recruiting and hiring the qualified HR expert التعاقد مع للوارد البشرية اللازمة في مجال إدارة الموارد البشرية		
	Conducting the organizational structure assessment and development plan تنفيذ خطة تقييم وتطوير الهيكلية للجمعية		

9.1.2	Identifying areas of conflicts, overlapping and cooperation with the university تحديد مناطق الخلاف والتداخل بين الجامعة والجمعية	Ex. Director, Financial Officer and Chair of the Board of Directors المدير التنفيذي والمدير المالي ورئيس مجلس الادارة	
	Delegate part of CDCE-I staff and board to negotiate with the university تفويض مهمة التفاوض مع الجامعة لأحد او فريق من طاقم الجمعية		
	Plan and conduct a reasonable series of negotiations workshops with the PAUC التفاوض مع الجامعة		
	Develop and approve MoU that regulates the relationship between the two parties تطوير إطار اتفاق يوضح العلاقة ومجالات العمل بين الطرفين		
	Developing ToR for the review of all ongoing programs تطوير الإطار المرجعي للبرامج والمشاريع قيد التنفيذ	M&E Officer مدير الرقابة والتقييم	
	Recruiting and hiring qualified experts in program review توظيف الموارد البشرية اللازمة		
	Conducting the programs review تنفيذ المراجعة المطلوبة		
	Streamlining the learned lessons and recommendation into the strategic plan as deemed necessary دمج الدروس المستفادة والتوصيات في إطار الخطة الاستراتيجي	Ex. Director & M&E Officer المدير التنفيذي ومدير الرقابة والتقييم	

	dentifying the main new programs that CDCE-I found of high priority for future interventions with youth, women and other targets تحديد البرامج والمشاريع الجديدة وذات الأولوية في مجالات الشباب والمرأة وغيرهم	Ex. Director, M&E Officer and Fundraising Officer المدير التنفيذي، مدير الرقابة والتقييم ومديرة تجنيد الدعم والتمويل	
	Developing the concept paper for the new project with tentative budget تطوير أفكار المقترحات حول هذه المشاريع		
	Mainstreaming the new project in the new fundraising strategy دمج أوراق المشاريع في إطار خطة تجنيد الدعم		
	The new project is fully and successfully implemented تنفيذ المشاريع والبرامج الجديدة بنجاح	Ex. Director المدير التنفيذي	
	Developing the vision and function for the PR & Advocacy unit with full descriptions of the key roles and functions to be established تطوير الرؤية والمهام الأساسية لوحدة العلاقات العامة	Ex. Director, Financial Officer and Chair of Board of Directors المدير التنفيذي والمدير المالي ورئيس مجلس الادارة	
	Recruiting the qualified personnel either from the university or through outsourcing توظيف الأشخاص المؤهلين لشغل الوظائف الرئيسية في الوحدة		
	Developing PR and Advocacy plan of action for the remaining period of this operational plan تطوير خطة عمل لوحدة العلاقات العامة ضمن الإطار الزمني لهذه الخطة التنفيذية		
	Applying the plan of action and evaluating the PR & Advocacy unit performance تنفيذ الخطة وتقييم الانجازات لوحدة العلاقات العامة		

9.1.5	Analyze the required financial resources projected for the next three years تحليل الموارد المالية المتوقعة للسنوات الثلاث القادمة	Ex. Director, Fundraising Officer, Financial Officer and Chair of BOD المدير التنفيذي، ميديرة التمويل، المدير المالي ورئيس مجلس الادارة	
	Develop a profile of comprehensive set of concepts with clear financial requirements تطوير ملف بأوراق المفاهيم للمشاريع المتوقعة للمشاريع والبرامج للثلاث سنوات القادمة مع متطلباتها المالية		
	Develop a list of donors who are / might be interested in CDCE-I work تطوير قائمة بالممولين المحتملين والمهتمين بدعم برامج ومشاريع الجمعية		
	Develop and implement an outreach plan for one year for evaluation and fine-tuning over the following years تطوير وتنفيذ خطة لتجنيد الدعم		

Accountability / Monitoring Framework:

Objective Code رمز الهدف	KPIs (Objectively Verifiable Indicators) مؤشرات الانجاز	Source of Verification مصادر التحقق	Means of Verification طرق التحقق	Duration الجدول الزمني	R&R الادوار والمسؤوليات
9.1.1	All formal documents to initiate the institutional development process (i.e ToR, JDs, Ads, ...etc) developed and approved كافة الوثائق المطلوبة لعملية التطوير المؤسساتي تم تطويرها والموافقة عليها	Institutional development profile ملف التطوير المؤسساتي	- Checklist of documents - قائمة بالوثائق - Checking on the approving notes - فحص قرارات الموافقة	First month الشهر الأول Monthly for the quarter I شهريا خلال الربع الأول	Ex. Director المدير التنفيذي
	Institutional Development plans developed and implemented خطط التطوير المؤسسي ثم تطويرها وتنفيذها		- Review of all plans - مراجعة كل الخطط - Progress report - مراجعة تقارير العمل الدورية - Spot check reports - الزيارات الميدانية		
	The targeted institutional capacities enhanced and functioning القدرات المؤسساتية للمركز تم تعزيزها		- Review of final reports - مراجعة التقارير النهائية - Internal evaluation - التقييم الداخلي		
9.1.2	Cooperative agreement between CDCE-I and PAUC developed and ratified by both parties إطار العمل التعاوني بين الجمعية والجامعة تم تطويره وتوقيعه	Agreement format signed between the two parties الاتفاق المبرم بين الطرفين	- Review of the ratified copy of the agreement - مراجعة النسخة الموقعة من الاتفاقية - Following the coordination mechanisms at the progress reports of CDCE-I - متابعة اليات التنسيق في تقارير العمل للجمعية	By the end of the first 2 months مع نهاية الشهرين الأوائل	Chairperson رئيس مجلس الادارة

9.1.3	All formal documents to initiate the assessment of ongoing programs process (i.e ToR, JDs, Ads, ...etc) developed and approved كافة الوثائق اللازمة للبدء بتقييم المشاريع والبرامج الحالية تم تجهيزها	Programs / projects files ملفات البرامج والمشاريع Progress reports تقارير تقدم العمل	- Checklist of ongoing programs - قائمة فحص للبرامج التي تحت التنفيذ Review all listed documents - مراجعة جميع الوثائق التي تم ادراجها في القائمة الخاصة بالمشاريع - Checking the approvals / action slips (if available) - فحص الموافقة الكتابية او الاوامر المكتوبة للتنفيذ	Month I نهاية الشهر الأول	Ex. Director & POs المدير التنفيذي ومدراء البرامج
	Detailed plan of action of the assessment developed and approved خطة عمل تفصيلية للتقييم تمت الموافقة عليها		- Review the different plans of action progress, comments on them and approvals on the final documents - مراجعة التقدم في خطط العمل المختلفة والملاحظات عليها والموافقات الممنوحة لها - Checking the text emails with all feedback provided by different key parties - فحص الرسائل المكتوبة في البريد الالكتروني كتغذية راجعة على الخطط من الاطراف المختلفة وذات العلاقة	Month II نهاية الشهر الثاني	
	All approved activities and outputs of the assessment plan of action conducted and delivered كل الأنشطة التي تمت الموافقة عليها ومخرجات عملية التقييم تم انجازها		- Checking all progress reports - فحص جميع التقارير الدورية لتقدم العمل - Field visits / spot checks - الزيارات الميدانية - Verifying the outputs and notes of satisfactory - التاكد من المخرجات والملاحظات التي تعكس الرضى عن العمل - Visual documentation including multimedia documents - التوثيق بالوسائل المرئية بما فيها الوسائط الاعلامية المتعددة	Bi-Weekly Over the Months II-III كل اسبوعين مرة على مدار الشهرين الثاني والثالث	
	All recommended and necessary recommendations to streamline the ongoing programs with the strategic plan implemented كل التوصيات الضرورية تم دمجها في تصميم وخطط عمل البرامج والمشاريع الحالية		- Review of the updated strategic plan - مراجعة الخطة الاستراتيجية المحدثة - Checking on satisfactory notes - فحص الملاحظات المكتوبة عن الموافقة / الرضى عن التعديلات المنفذة	During and by the end of month III خلال ومع نهاية الشهر الثالث	

	# new projects that CDCE-I prioritized for future interventions عدد المشاريع والبرامج الجديدة التي تم تحديدها كأولوية للعمل في المستقبل	Progress reports and documents produced تقارير تقدم العمل والوثائق التي يتم انتاجها	- Checklist of summaries of all interventions - قائمة بالملخصات حول كل التدخلات المقترحة	Month I خلال الشهر الأول	Fundraising Officer & Ex. Director مديرة قسم تجنيد الدعم والمدير التنفيذي
	# concept papers developed for new interventions and integrated in the fundraising strategy عدد أوراق أفكار المشاريع الجديدة تم تطويرها ودمجها في خطة تجنيد الدعم		- Review of concept papers - مراجعة ملخصات المشاريع المقترحة - Checking the updated fundraising strategy - فحص الاستراتيجية المحدثة لتجنيد الدعم		
	All objectives of the new project achieved كل الأهداف المحددة للمشاريع الجديدة تم تحقيقها		- Review of contracts and jobs descriptions - مراجعة العقود والوصف الوظيفي لكل الطاقم - Review of plans of actions - مراجعة خطط العمل - Site visits - الزيارات الميدانية - Review of progress reports - مراجعة تقارير تقدم العمل - Review of final reports - مراجعة التقارير النهائية - Review of financial statements and audit reports - مراجعة التقارير المالية والتدقيق المالي - Review of all visual documentations - مراجعة التوثيق بالوسائط الاعلامية	Month I خلال الشهر الأول Monthly from Month II till VVI شهريا من الشهر الثاني حتى الحادي عشر Monthly starting from Month II till VVII شهريا من الشهر الثاني حتى الحادي عشر	
	% of the fundraising strategy implemented on schedule over the first year نسبة ما تم تنفيذه من خطة تجنيد الدعم		- Regular reviews of progress reports of the fundraising officer - المراجعة المنتظمة لتقارير لمديرة تجنيد الدعم - Review of the final report of the fundraising unit / department - مراجعة التقرير النهائي لوحدة تجنيد الدعم		

9.1.4	Full organizational structure / design and implementation plan for PR & Advocacy unit developed التصميم الكامل لوحدة العلاقات العامة تم انجازه	Plan of action and progress reports خطة التنفيذ وتقارير تقدم العمل	- Review of the implementation plan - مراجعة تقارير خطة التنفيذ - Checking the written comments and official approvals - فحص التقارير المكتوبة والملاحظات والموافقات الكتابية - Checking jobs descriptions and delegation letters (if applicable) - فحص الوصف الوظيفي لمختلف الوظائف ورسائل التفويض	Month I خلال الشهر الأول Month II خلال الشهر الثاني Month II خلال الشهر الثاني	Ex. Director المدير التنفيذي
	and % of the PR & Advocacy unit establishment plan plan of action applied on schedule نسبة ما تم تطبيقه من خطة عمل وحدة العلاقات العامة		- Review of progress reports - مراجعة تقارير تقدم العمل الدورية - Site visits - الزيارات الميدانية - Observation of multimedia reports - مراجعة التقارير الاعلامية	Monthly till the end of the year شهريا حتى نهاية السنة	
9.1.5	Fundraising needs identified and prioritized	Plan of action document and progress reports وثيقة خطة العمل والتقارير الدورية	- Review of the listed priorities - مراجعة قائمة الأولويات - Checking official approvals - فحص قائمة الموافقات الرسمية	Month I الشهر الأول	Ex. Director and Fundraising Officer المدير التنفيذي مديرة قسم تجنيد الدعم
	Fundraising plan of action developed and implemented خطة العمل لتجنيد الدعم للجمعية تم تطويرها وتنفيذها		- Review the final draft of the fundraising plan of action - مراجعة النسخة النهائية لخطة تجنيد الدعم - Checking on progress reports - فحص تقارير تقد العمل الدورية - Review of the annual report of the fundraising activities - مراجعة التقرير السنوي لنشطة تجنيد الدعم	Monthly till the end of the year شهريا حتى نهاية المشروع	

Fundraising Strategy (for 3 years)
(استراتيجية تجنيد الدعم)

Organizational Funding Needs (احتياجات التمويل للمؤسسة)

Item	Projected Needs $			Total
	2014/2015	2015/2016	2016/2017	
General Organizational Needs (running costs) الاحتياجات العامة	95,000	100,000	105,000	300,000
Institutional Development Needs احتياجات التطوير المؤسساتي	15,000	10,000	10,000	35,000
Program or project # 1: School to Career (IGNIT) مشروع الإرشاد من المدرية للوظيفة	165,000	165,000	165,000	495,000
Program or project # 2: Knowledge Protects (Human Rights) برنامج حماية المعرفة (حقوق الإنسان)	50,000	80,000	100,000	230,000
Program or project # 3: Youth Empowerment - Service Learning / Employability مشروع التوظيف للشباب - التعلم من خلال الخدمة / التوظيف	-	120,000	-	120,000
Program or project # 4: Youth Empowerment - Entrepreneurship مشروع التوظيف للشباب - الريادة الاجتماعية	120,000	-	-	120,000
Program or Project # 5: Media Training مشروع التدريب الإعلامي	30,000	35,000	70,000	135,000
Program or Project # 6: Public Discourse - Voter Education for PLC Elections مشروع تثقيف الناخبين للمجلس التشريعي الفلسطيني	50,000	-	-	50,000
Program or Project # 7: Public Discourse - Voter Education for LGUs Election مشروع تثقيف الناخبين للهيئات المحلية الفلسطينية	-	50,000	-	50,000
Total	**525,000**	**460,000**	**450,000**	**1,435,000**

Fundraising Goals (أهداف التمويل)

12.2.1 Projected Revenues by Sources (المصادر المتوقعة لتمويل المشاريع):

Item	Last Year Actual Contributions	Projected Needs $			Total
		2014/2015	2015/2016	2016/2017	
International Donors: USAID الوكالة الأمريكية للتنمية الدولية	366,000	50,000	0	0	50,000
International Donors: EU الاتحاد الأوروبي	160,000	0	0	0	0
International Donors: Non-State Donors الممولين غير الحكوميين الدوليين	0	0	0	0	0
Arab Donors: Governmental التمويل العربي الحكومي	0	0	0	0	0
Arab Donors: Non-Governmental التمويل العربي غير الحكومي	0	0	0	0	0
PA السلطة الوطنية الفلسطينية	0	0	0	0	0
Palestinian Private Sector القطاع الخاص الفلسطيني	0	0	0	0	0
Services Fees / Charges رسوم الخدمات	10,000	10,000	15,000	20,000	54,000
Individual Donations التبرعات الفردية	0	0	0	0	0
Palestine Ahliyeh University College Contributions مساهمات الجامعة الأهلية	21,000	21,000	21,000	21,000	63,000
Total		81,000	36,000	41,000	167,000

12.2.2 Projected Revenues by Fundraising Strategy (استراتيجيات تجنيد الدعم المتوقع):

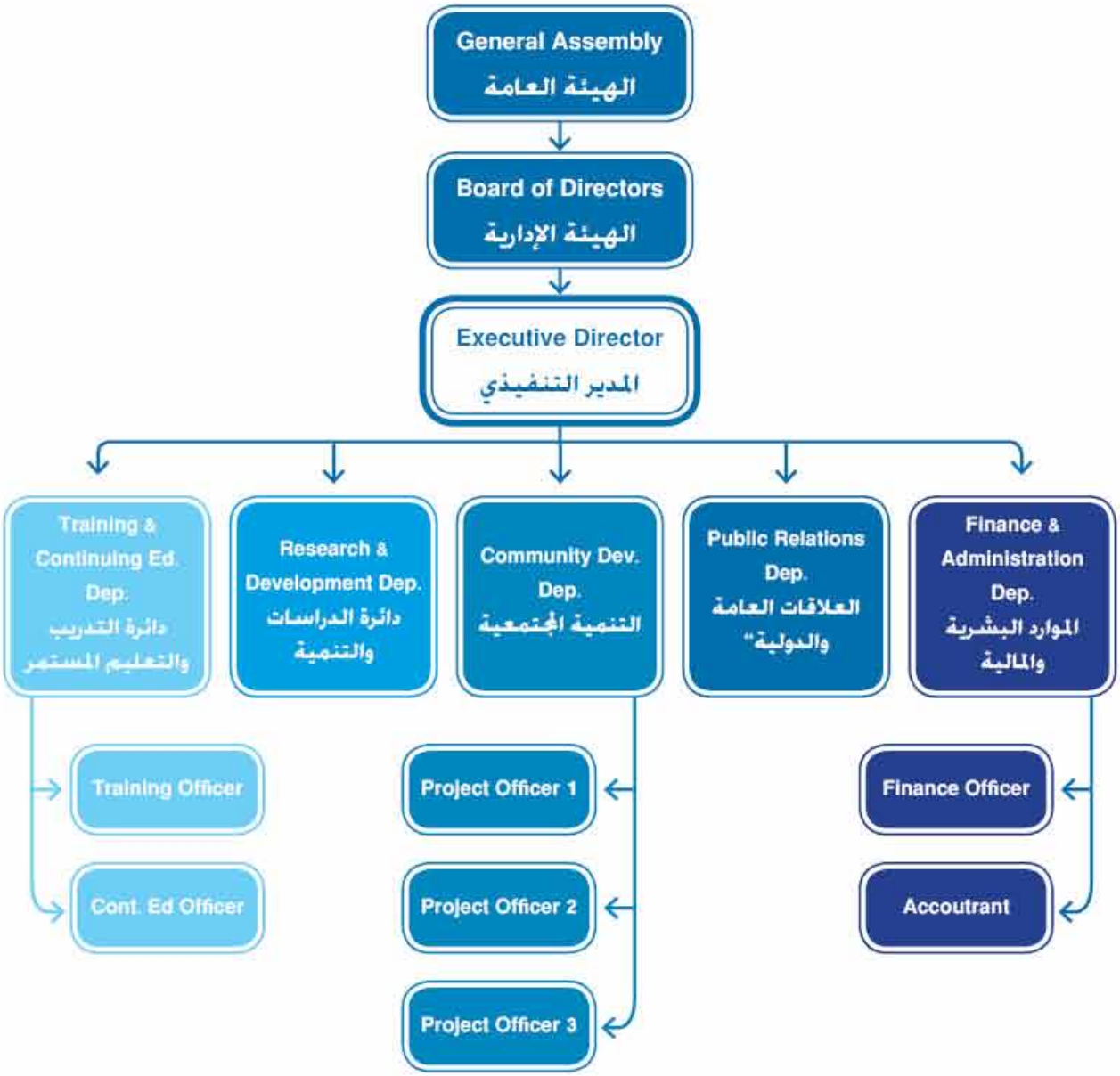
Strategies	Last Year Actual $	Next Year Projected $			Total
		2015	2016	2017	
Core Fund Agreements / Partnerships اتفاقيات التمويل الدائم	21,000	21,000	21,000	21,000	63,000
Grants from different donors (program / projects funding) المنح من الممولين المختلفين	526,000	390,000	560,000	450,000	1,960.000
\Individual donations التبرعات الفردية	3,000	5000	5000	5000	15,000
PA Contributions / allocations to CSOs مساهمات السلطة الفلسطينية	0	0	0	0	0
Special income generating events مشاريع در الدخل الذاتي	0	0	40,000	40,000	80,000
Online giving الدعم عبر الانترنت	0	0	0	0	0
Fees and Charges (rents, courses and others) رسوم الخدمات	10,000	10,000	15,000	15,000	45,000
Total					

Fundraising Strategies(استراتيجيات تجنيد الدعم) :

Strategy	Purpose	Activities	R&R
/ Core Fund Agreements Partnerships عقد اتفاقيات تمويل دائم	Secure the key functions of CDCE running توفير التمويل اللازم للأنشطة اللازمة لبقاء المركز قائما وفاعلا	- Develop a plan of action - تطوير خطة عمل - Implement the plan of action - تنفيذ خطة العمل - Evaluate the achievements - تقييم الانجازات	Khalid
Grants from different donors (program / (projects funding تقديم مقترحات مشاريع لعدد من الممولين الحاليين والجدد	Solicit the necessary funding for the planned interventions تجنيد التمويل للمشاريع والبرامج المختلفة	- Develop the concept papers\ - تطوير أوراق مفاهيم حول المشاريع المختلفة - Develop a list of potential donors - وضع قائمة للممولين المحتملين - Communicate the concept paper with all donors and find out who might be interested - تقديم أوراق المفاهيم للممولين المختلفين - Develop and submit full proposal applications - تطوير مقترحات المشاريع للممولين المهتمين وتقديمها في الوقت المناسب - Sign grant agreements with all donors accepting funding to all proposed projects - توقيع اتفاقيات المنح المختلفة	Stephanie
Individual donations التبرعات الفردية	Increase the contributions of Arab donations into the annual funding زيادة نسبة مساهمة التبرعات من الدول العربية في الميزانية السنوية للمركز	- Identify a list of targets at the Arab region according to trusted relationships - وضع قائمة من الجهات المستهدفة في مناطق الدول العربية من خلال علاقات موثوقة مساندة للجمعية والجامعة الأهلية - Develop a plan of action for a tour to market the CDCE funding requirements - وضع خطة للزيارات لكل الجهات - Conduct the tour and sign all donations contract - تنفيذ خطة الزيارات وتوقيع الاتفاقيات اللازمة للدعم - Evaluating the achievements - تقييم الانجازات	Imad

Special income generating events تنظيم نشاطات وفعاليات در للدخل	Increase contributions from arranged events in the annual funding زيادة نسبة المساهمة من الأنشطة والفعاليات (غير تلك التي تقع ضمن البرامج والمشاريع الممولة) في الميزانية السنوية للجمعية	- Develop a list of major events to be conducted over the second and third year - تحديد عدد من الأنشطة الاجتماعية / الثقافية التي يمكن تنفيذها بهدف در الدخل - Conduct the event - تنفيذ الأنشطة المقترحة وفق خطط يتم تطويرها والموافقة عليها من الجهات ذات العلاقة في الجمعية والجامعة - Evaluate achievements - تقييم الانجازات	Khalid & Stephanie
Online Giving المساعدات المالية من خلال الانترنت	Increase contributions from online donations in the annual funding زيادة نسبة مساهمة التبرعات عبر الوسائط الالكترونية (عن بعد) في الميزانية السنوية للجمعية	- Redesign and update the website - إعادة تصميم وتحديث الصفحة الالكترونية للمركز - Upload well-developed causes - تحميل مواد مطورة جيدا وتجذب اهتمام قطاعات محددة يتم الاتفاق عليها سلفا - Develop and implement marketing strategy - تطوير وتنفيذ خطة تسويق للجمعية وخطته الإستراتيجية - Evaluate the achievements - تقييم الانجازات	Aseel
Fees and Charges (rents, courses and (others رسوم الخدمات	Increase the contributions of delivered services in the annual budget رفع نسبة مساهمة رسوم الخدمات في الميزانية السنوية للجمعية	- Develop a list of services for which CDCE will receive charges / fees - وضع قائمة بالخدمات التي يقدمها الجمعية أو عليه تطويرها والتي سيدفع المستخدمون لها رسوما محددة لها - Develop a marketing plan - تطوير خطة تسويق - Conduct the marketing plan - تنفيذ خطة التسويق - Deliver planned services - تقديم الخدمات المحددة - Evaluate levels of revenues from this source - تقييم الانجازات	Baha

CDCE-I Organizational Structure (Proposed)



Annexes

Annex (1)

ToR

COMMUNITY DEVELOPMENT & CONTINUING EDUCATION Institute (CDCE-I)

Terms of Reference: Strategic Plan

OVERVIEW:

Community Development and Continuing Education Institute is a non-governmental nonprofit entity licensed from the Palestinian Interior Ministry under registration number "BL-3335-E". "CDCE-I" was established to achieve the objectives derived from its mission and vision. The Institute main goal is to strengthen the partnership with Palestine Ahliya University College and with its social surroundings as part of its social responsibility. Its main scope is to improve the competitive environment of the local economy as part of national plans, create jobs and reduce poverty and unemployment rates. CDCE-I is also seeking to promote the values of plurality, equality, civic participation, good governance, and human rights within the Palestinian society.

BACKGROUND:

Community Development & Continuing Education Institute (CDCE-I) is procuring a Strategic Plan in partnership with Catholic Relief Services "CRS" and financed by USAID through one CP on-going project "Grass root activities".

OBJECTIVE OF THE ASSIGNMENT

The central purpose of the assignment is to design, develop and implement a three years strategic plan CDCE-I which is cost effective, user friendly and functional and which responds to the needs for improved Project component planning, implementation and management of the project. The core objective is to achieve and maintain a competitive advantage.

The specific objectives of this assignment include:

- Define mission, vision, values, objectives and strategy (SWOT analysis).
- Define unique selling proposition, strategic priorities and action plan.
- Develop more effective internal evaluation mechanism.
- Propose a financial reporting system.
- Develop a sustainable fundraising strategy.

- Develop an Advocacy plan.
- Propose a new organizational structure.

SCOPE OF THE ASSIGNMENT

1. Preparation of a work plan and an appropriate assessment framework.
2. Actively engaging with staff, board members and other stakeholders through the use of participatory processes.
3. Regular process reporting.
4. Production of deliverables in accordance with the requirements and timeframes.
5. Reviewing and updating the strategic plan for the first 6 months.

DELIVERABLES

- Progress and final Reports prepared.
- Participatory Strategic planning workshop conducted (at least three).
- 3-years strategic plan document including Fundraising and Advocacy plans for CDCE-I prepared in Arabic language.

TARGET GROUPS

The strategic plan will directly benefit the Community Development and Continuing Education Institute (CDCE-I) management and staff. In between these, the assignment will indirectly benefit the partners and beneficiaries of the CDCE-I.

1. CDCE-I Management and staff.
2. Partners.
3. Recipients of CDCE-I services.

HOW TO APPLY:

To apply, please submit your technical and financial offers in addition to the specifications below in accordance with the following conditions, by February 22th , 2013 to CDCE-I at Palestine Ahliya University College - Jabal Thaher, Bethlehem; Tel: 2775030, or send the offer to the following E-mail asal@paluniv.edu.ps

The Conditions are as following:

Please provide a certificate of good standing with Ministry of Finance origin, in case it is not available the tax amount will be deducted from the contract. (In case the applicant to the offer is was an individual).

The financial offer must be in NIS excluding tax.

Service provider is obliged to sign the conditions of the U.S. Agency for International Development (Mandatory clauses).

Provide a valid discount certificate source in addition to the tax bills. (In case the applicant for the offer was a company)

Service Provider shall provide a Zero tax invoice (VAT Exemption), and to cooperate with the CDCE-I to get it done. (In case the applicant for the offer was a company).

CDCE-I is not obliged to the lowest prices offers and can retail the bid or postpone or cancel it without giving any reasons.

Please make sure to complete the following table and insert it in the technical offer.

	Item	Complete the following:
1	Description of Experience	(Please explain your experience with the subject matter and your experience in delivering similar assignments)
2	Work plan	A detailed time plan including the main tasks and time needed is requested at the beginning of the assignment. Nevertheless, an overview of the proposed methodology should be included in the proposal.
3	Rate per whole assignment/ in NIS	Rate per whole assignment is subject to applicable taxes

EVALUATION & SELECTION CRITERIA

Candidates should submit proposal on or before November 26th, 2013. Selection and evaluation of applicants will be according to the following criteria:

- Experience in preparing strategic plans field (% 20).
- Localities / Availability (% 20).
- Proposed plan (30%).
- Budget (30%).

Annex (2)

Community Development & Continuing Education Institute (CDCE-I)

Strategic Planning Project

Work Plan

Tasks	Activities	# W. Days	Starting Date	Completion Date	Resources Required
Preparation	• Finalizing the term of reference and signing contract • Establishing the internal strategic planning team • Preparing the list and material of relevant documents for desk review • Preparing the list of internal and external stakeholders • Preparation meeting with the team to clarify the roles and responsibilities for the whole team and its members • Develop the work plan and get the CDCE approval on its time frame	2	5/4	12/4	
Desk Review	• Reviewing all relevant documents to CDCE • Drafting the tools for data collection	2	15/4	17/4	Relevant documents
Situational Analysis (Environmental Scanning) Workshop	• Review of Mission Statement • Review/develop the organizational values and operating principles • Internal Strengths and Weaknesses • External Opportunities and Threats (PEST) • Stakeholder Analysis • Individual Interviews	6	20/4	26/4	Lab Top LCD Sufficient Space for large and small groups work Flip Chart A4 Pens Colored markers Stick gum / scotch tape - wide
Strategizing Workshop	• Envisioning • Identifying and prioritizing Strategic Issues • Brainstorming and evaluating goals and objectives • Defining performance Indicators • Identifying Strategic Issues	1	27/4	1/5	Sufficient Space for large and small groups work Flip Chart A4 Pens Colored markers Stick gum / scotch tape - wide

Strategies Development Workshop	• Brainstorming and evaluating strategies • Selecting the final list of strategies	1	3/5	4/5	Sufficient Space for large and small groups work Flip Chart A4 Pens Colored markers Stick gum / scotch tape - wide
Developing the Final Draft of the Strategic Plan	• Drafting the first draft and sharing it with CDCE for comments and suggestions • Developing the final draft for approval	2	5/5	8/5	
Developing Accountability Framework	• Developing the first draft and sharing it with CDCE for comments and suggestions • Developing the final draft for approval	1	10/5	11/5	
Developing Fundraising Plan	• Drafting a proposed plan • Discussing the draft with concerned staff in a workshop setting • Developing the first draft for comments and suggestions • Developing final draft for approval	2	14/5	15/5	Sufficient Space for large and small groups work Flip Chart A4 Pens Colored markers Stick gum / scotch tape - wide
Developing Dissemination Plan	• Proposing a plan for comments and suggestions • Developing the final draft for CDCE approval	1	17/5	19/5	
Developing Operational Plan for the first 12 months	• Proposing a first draft for CDCE review • Incorporating comments and suggestions into final draft for CDCE approval	2	21/5	25/5	
Organizational Structure	• Drafting an organizational structure reflecting the strategic plan and proposing it for comments and suggestions • Incorporating the final draft with CDCE for approval	1	26/5	29/5	

Annex (3)

CDCE-I Senior Management Workshop

Outline

Topic	Guiding Questions	Time Frame
Review and Development of the Mission Statement	1) Would the current Mission Statement remain valid or some modifications are needed? What changes can be made?	13:00 - 13:15
SWOT Analysis	1) What are the major strengths of CDCE? 2) What are the major weaknesses of CDCE? 3) What are the major opportunities for CDCE? 4) What are the major threats/challenges to CDCE?	13:15 - 14:00
Strategic Vision, Objectives & Issues	1) Where do you see CDCE in 3 years? 2) What objectives that CDCE should accomplish by the end of the next 3 years? 3) What challenges that you foresee encountering the accomplishment of these objectives?	14:00 - 14:30
Strategies and Priorities	1) How CDCE would address these challenges? (at human, financial, technical resources & programmatic levels & Partnerships and other levels)	14:30 - 15:00
Theory of Intervention and Identity	1) What are the development issues that CDCE want to focus on over the next 3 years? (i.e unemployment in general or among youth or graduates, community economic development, awareness raising and advocacy, Research and Policy work ...etc) 2) Who are the targets under these areas? (i.e youth in general, university graduates, community in general, specific marginalized groups ...etc) 3) What are the main changes that CDCE can work on / contribute to? 4) How CDCE can accomplish these changes?	15:00 - 15:30
Fundraising	1) What is the current percent of dependency on income generating versus donors funding? What would this percent would be improved in 3 years? 2) What are the main sources of funding to CDCE current operations? 3) What are the potential sources of funding to CDCE future operations? 4) How can CDCE possibly enhance its own sustainability over the next 3 years?	15:30 - 16:00

Annex (4)

تحليل SWOT

البيئة الداخلية	القوة	الضعف
البيئة الخارجية	الفرص	المهددات / التحديات

Annex (5)

PESTL Analysis

تقييم المتغيرات المذكورة ادناه بقدار تأثيرها على المؤسسة

	الفرص	التحديات
البيئة السياسية العامة (بما في ذلك الأمنية، الافق السياسي، التغيرات في داخل السلطة كاستحقاقات سياسية .. الخ)		
البيئة الاقتصادية (المتعلقة بالمؤشرات الاقتصادية العامة والخاصة بالفئات المستهدفة مثل الدخل، الغلاء المعيشي، البطالة وغير ذلك)		

البيئة الاجتماعية (المؤشرات السكانية، ثقافة المجتمع المحلي المستهدف، التوزيعات الجغرافية ونطاق العمل... الخ)		
البيئة التكنولوجية (المدخلات التكنولوجية ذات الصلة بالعمل المكتبي، التواصل وغيره)		
البيئة القانونية (التغيرات في التشريعات والقوانين والانظمة في البيئة المحيطة سواء مع السلطة الفلسطينية أو العلاقة الناظمة مع الجامعة وغير ذلك)		

ملاحظات اضافية:

للتخطيط الاستراتيجي لمركز التنمية المجتمعية والتعليم المستمر

بيت لحم

ا. البيانات الأولية

1.1 المقابلة

اليوم	
التاريخ	
المكان	
الساعة	

1.2 الشخص المقابل

الاسم	
الوظيفة	
المؤسسة	
بيانات الاتصال	

1. ما العلاقة مع مركز التنمية المجتمعية والتعليم المستمر؟

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2. ما هي ضرورة وجود المركز برأيك ؟

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3. برأيك، ما هي أهم مميزات وجوانب قوة المركز في ظل وجود مراكز أخرى منافسة؟

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4. برأيك، ما هي أبرز سلبيات / جوانب الضعف في المركز في ظل وجود مراكز أخرى منافسة ؟

5. هل هناك معيقات / مهددات / تحديات جدية تحد من إمكانية أن يتطور و يحقق المركز أهدافه؟ ما هي أهم تلك المعيقات، المهددات، التحديات، برأيك؟

6. هل ترى فرصا جديه وحقيقية أمام هذا المركز للنمو والتطور والنجاح لتحقيق أهدافه؟ ما هي أهم تلك الفرص برأيك؟

7. لو كنت في موقع القرار، ما هي الثلاثة أشياء التي ستغيرها في المركز؟

8. لو كنت في موقع القرار، ما هي الثلاثة أشياء التي ستبقي عليها وتحاول تنميتها في المركز؟

9. لو كنت في موقع القرار، ما هي الثلاثة أشياء التي ستبقي عليها وتحاول تنميتها في المركز؟

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10. كيف تقيم اداء المركز في المجالات التالية (على سلم من 5 درجات بحيث ان 1= اداء متدني جدا و 5= اداء ممتاز):

المجال	مستوى الاداء (١-٥)				
	١	٢	٣	٤	٥
وضوح الهوية					
الالتزام بحدود الرسالة في البرامج المنفذه					
المهنية في ادارة وتخطيط وتنفيذ البرامج					
المساهمة في بناء قدرات الشباب والمجتمع المحلي					
الشراكات مع القطاع الخاص والأهلي والحكومي					
التشبيك والمناصرة					
تجنيد الدعم والتمويل المحلي والعربي والاجنبي					
التوسع في نطاق العمل السكاني والجغرافي					
كفاءة الموارد البشرية في المركز					
الإدارة المالية					
الأداء على مقاييس الحكم الرشيد					
الديمومة بالاعتماد على الموارد المحلية					
وفرة السياسات الداخلية اللازمة					
القدرة التنافسية					

11. أين وكيف ترى المركز بعد 5 - 3 سنوات من الآن وبأي شروط يمكن الوصول الى ذلك؟

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12. غير ذلك:

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التوقيع: ..... التاريخ: .....

Annex (7)

قائمة المقابلات الفردية

	القائمة الداخلية	الصفة الوظيفية
١	أ.عماد الزير	رئيس الهيئة الادارية
٢	خالد شناعة	المدير التنفيذي
٣	اسيل الاطرش	مسؤولة الرقابة والتقييم
٤	محمد سباتين	مدير مالي
٥	ستيفاني رودريجز-مخلوف	منسقة مشاريع
	القائمة الخارجية	
٦	محمد شريعة	محاضر في جامعة القدس
٧	هشام حجازي	محاضر في الجامعة الأهلية
٨	جليل حزبون	منظمة الشباب العالمية

Annex (8)

برنامج ورشة عمل التخطيط الاستراتيجي

" جمعية التنمية المجتمعية والتعليم المستمر"

15/5/2014

الورشة الأولى

الوقت	النشاط	الآلية	الأدوار
10:15 - 10:00	تسجيل الحضور الافتتاح والترحيب		رئيس مجلس ادارة الجمعية
10:30 - 10:15	مراجعة الاطار العام لعملية التخطيط		الاستشاري (زياد فرج)
10:45 - 10:30	مراجعة رسالة الجمعية	PPP	الاستشاري (زياد فرج)
11:15 - 10:45	القيم الاساسية الموجهة للجمعية	نقاش مجموعة كبيرة	الاستشاري (زياد فرج)
11:30 - 11:15	التقييم الرباعي - الجلسة الأولى / البيئة الداخلية SWOT Analysis	عصف ذهني/ مجموعات صغيرة	الطاقم
11:45 - 11:30	استراحة قصيرة		
12:15 - 11:45	استكمال عمل المجموعات الصغيرة	عصف ذهني	الطاقم
12:45 - 12:15	عرض ونقاش نتائج عمل المجموعات	عرض على اللوح القلاب	ممثلي المجموعات
13:00 - 12:45	التقييم الرباعي - الجلسة الثانية / البيئة الخارجية SWOT Analysis	عصف ذهني / مجموعات صغيرة	الطاقم
13:45 - 13:00	عرض ونقاش نتائج عمل المجموعات	عرض على اللوح القلاب	ممثلي المجموعات
14:00 - 13:45	تلخيص واختتام والاتفاق على الورش الثانية	للمجموعة الكبيرة	الاستشاري (زياد فرج)

Annex (9)

برنامج ورشة عمل التخطيط الاستراتيجي

" جمعية التنمية المجتمعية والتعليم المستمر"

20/5/2014

الورشة الثانية

الوقت	النشاط	الآلية	الأدوار
12:15 - 12:00	تسجيل الحضور الافتتاح وتلخيص الورشة الأولى		رئيس مجلس ادارة الجمعية
12:30 - 12:15	مراجعة الاطار العام لعملية التخطيط ورسالة الجمعية	PPP	الاستشاري (زياد فرج)
13:45 - 12:30	القيم الاساسية الموجهة للجمعية	نقاش مجموعة كبيرة	الطاقم
14:15 - 13:45	قائمة القضايا الاستراتيجية وأولوياتها	نقاش مجموعات صغيرة ومجموعة كبيرة	ممثلي المجموعات
14:30 - 14:15	استراحة قصيرة		
15:00 - 14:30	تطوير الأهداف الاستراتيجية والرؤية المستقبلية	مجموعات صغيرة ونقاش في المجموعة الكبيرة	الطاقم
15:30 - 15:00	تطوير الاستراتيجيات	نقاش مجموعة كبيرة	الطاقم
16:00 - 15:30	تطوير الاهداف الاجرائية	مجموعات عمل صغيرة وعرض نتائج	ممثلي المجموعات
16:30 - 16:00	تلخيص واختتام وغداء		

Annex (10)

نموذج تقييم الاستراتيجيات

الرجاء وضع القيمة المناسبة لكل معيار من المعايير المدرجة في الجدول ادناه وذل على السلم من 1-5 بحيث أن 1 يعني القيمة الأقل بينما 5 تعني القيمة العليا. على ان يتم النقاش والاتفاق على الدرجات في مجموعات صغيرة من المشاركين. الرجاء وضع اشارة √ في الخانة المناسبة.

	الاستراتيجية:	القيمة				
1		1	2	3	4	5
1.1	**القيمة:** مدى مساهمتها في تحقيق الأهداف الاستراتيجية					
1.2	**الملائمة:** انسجامها مع الرسالة والقيم					
1.3	**قابلية التحقيق:** عملية في ظل ما هو متوفر من طاقم وخبرات وموارد مالية					
1.4	**القبول:** من قبل الطاقم والادارة والشركاء					
1.5	**التكلفة المنطقية:** هل تستحق الاستثمار المالي المتوقع لها					
1.6	**التوقيت:** مدى ملائمة توقيتها في الثلاثة سنوات القادمة					
1.7	**التجاوب:** مع احتياجات المنتفعين					
1.8	**فرص التمويل:** احتمالية اهتمام التمويل المحلي أو الاجنبي بتمويل الاستراتيجية					

Annex (11)

Advocacy Strategy

1.0 Purpose & Objectives:

1.1 Purpose:

The main purpose for the CDCE-I advocacy strategy is to enhance its status at the local and national levels in order to strengthen the basis for its sustainability on the long-run.

1.2 Objectives:

This strategy aims at accomplishing the following objectives:

- Introduce all local, national international stakeholders to the CDCE-I identity and strategic plan
- Establish a network of unilateral and multilateral partnerships at the local, national and international levels

2.0 Targets:

The targets of the advocacy strategy are:

- PAU Staff
- PAU Students
- LGUs at Bethlehem area

- CBOs at Bethlehem area
- PNGOs - West Bank
- Palestinian Advocacy Networks representing interest groups
- Arab Donors present in Palestine
- International Donors present in Palestine

3.0 Timeframe:

January - June 2015

4.0 Strategies:

The following is unrestricted list of strategies for advocacy work to achieve the objectives identified in section 1.2:

	Strategy Title	Definition
1	Online Dissemination Strategy (ODS)	A well designed format and content about CDCE-I produced in a soft copy format to be disseminated to a prepared list of targets via the CDCE-I website and via emails
2	SMS Dissemination Strategy (SMSDS)	A short informative message to be disseminated to mobiles of staff working with national and international entities that can be selected from Jawwal and Watanyeh telecommunication companies
3	Town Hall Meetings (THM)	This a public gathering that can be organized for different types of audiences, mainly CBOs and public institutions that are serving citizens in rural areas, refugees camps and cities. Key informants and activists from local communities are also part of the audiences targeted by this strategy
4	National Advocacy Networks (NAN)	This is about becoming a member of all networks in Palestine to which CDCE-I is eligible to become a member. Presenting CDCE-I relevant info to the members of these networks and using their online portals is part of this strategy
5	Special Receptions Strategy (SRS)	Organizing a formal gathering for specific targets where CDCE-I can present its plans and areas for cooperation and needs for funding. Arab and international donors and charities can be the perfect target for this strategy
6	Bilateral Venues Strategy (BVS)	This is about organizing a well-structured presentation and brainstorming to individual targets who might be interested in hearing about what CDCE-I stands for and its future plans. Each presentation can be customized to the based on the audience focus.
7	Strategic Plan Launching Week (SPLW)	Organizing a launching week at CDCE-I office and that can be for different target every over a week such as one day for students, one day for CBOs of Bethlehem, another day for diplomatic missions … etc. A schedule can be prepared and distributed on sufficient time before hands to give interested targets plan their time to attend.

Work Plan

This strategy can be implemented over the following stages:

Stage	Title	January	February	March	April	May	June
I	Preparation						
II	Implementation						
III	Evaluation						