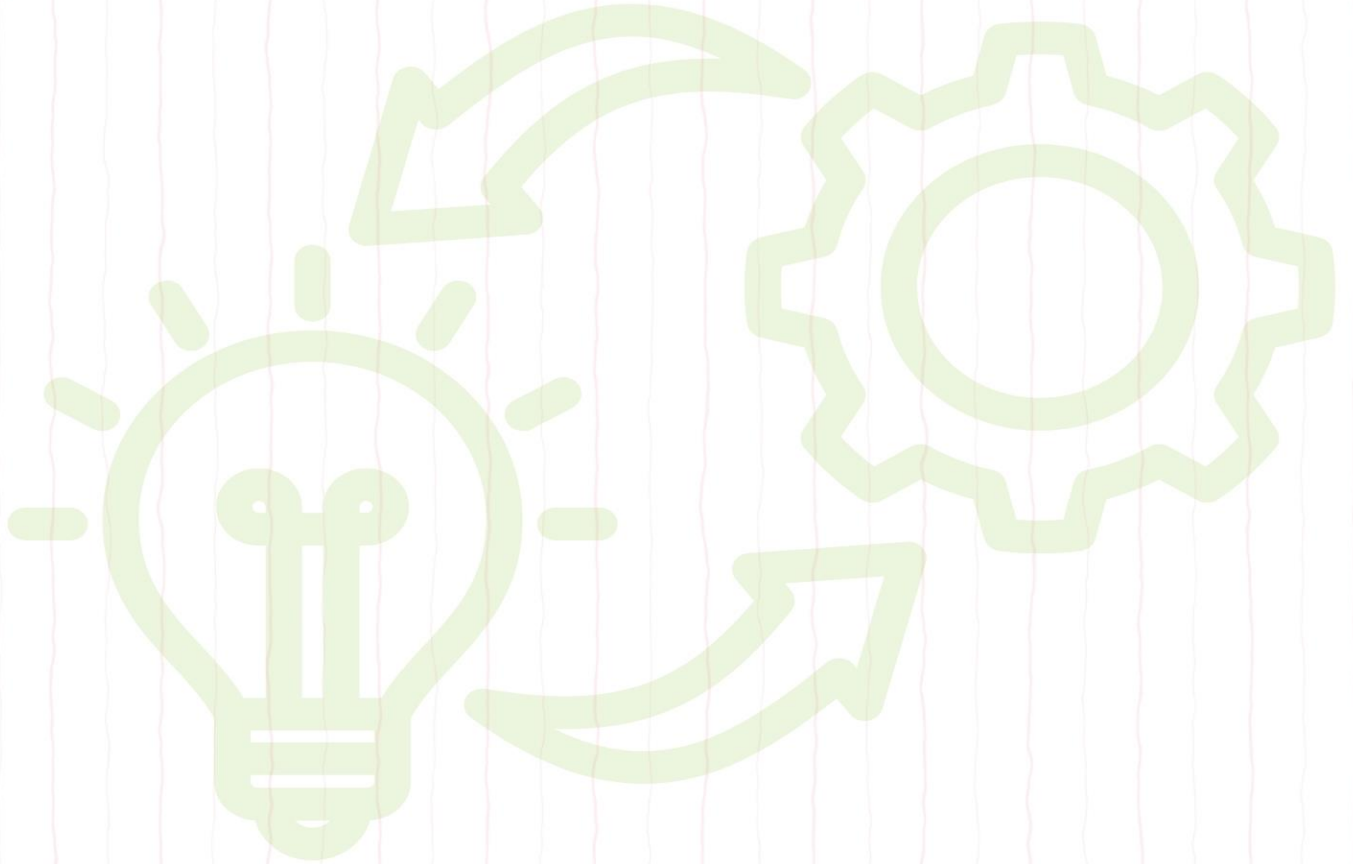


Strategic Plan

الخطة الاستراتيجية



2024-2028

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The strategic plan of the Community Development & Continuing Education Institute (CDCE-I) aims to provide a clear picture of the Institute's current and future situation, reflecting its strategic directions focused on local community development. This includes delivering distinguished programs and projects in sustainable community development, economic, social, and cultural empowerment, capacity building, awareness raising, advocacy, civic and community participation, good governance, social accountability, and volunteering. The plan emphasizes building effective partnerships, enhancing sustainable resources, and applying the highest standards of excellence, quality, and institutional governance to meet the needs and priorities of the Palestinian community.

The four-year strategic plan (2024–2028) was developed through an active, participatory process involving all CDCE-I stakeholders, who collectively contributed to an accurate assessment of the Institute's internal and external environments. Based on this assessment, the key priority issues facing the Institute were identified as follows:

1. Various community groups, particularly marginalized populations across all Palestinian areas—especially in the southern West Bank—benefit only minimally from sustainable development projects across different community sectors.
2. The administrative, financial, and technical performance and efficiency of the Institute need to be elevated to a higher level.
3. The Institute's strategic partnerships and collaboration frameworks are limited.

Accordingly, within the framework of the Theory of Change—which CDCE-I will use to achieve sustainable community development through a series of causal steps—a set of strategic objectives and expected outcomes has been developed to be implemented and achieved during the strategic plan period (2024–2028), as follows:

1. Enhance the efficiency and effectiveness of CDCE-I's programs, projects, and services. The following outcomes will be pursued under this objective:

- 1.1 Continuous learning and accumulated knowledge are documented and applied across the Institute's programs, projects, and services.
- 1.2 CDCE-I possesses comprehensive knowledge of target groups, their needs, and priorities.
- 1.3 CDCE-I's projects, programs, and services are aligned with beneficiary needs and priorities as well as local and global development goals.

2. Improve the performance, efficiency, and effectiveness of CDCE-I's institutional operations. The following outcomes will be pursued under this objective:

- 2.1 All CDCE-I's activities are conducted within a robust governance framework.
- 2.2 CDCE-I staff work with high efficiency and effectiveness.

3. Strengthen sustainability and frameworks for partnerships and collaboration. The following outcomes will be pursued under this objective:

- 3.1 CDCE-I's work is advanced and sustainable.
- 3.2 CDCE-I is recognized at all levels and operates in an integrated manner with other community development institutions.

To achieve the identified strategic objectives and outcomes, CDCE-I developed an operational plan and performance indicators to guide the implementation of the strategic plan over the next four years. The operational plan is structured around three main pillars: **programs and projects, institutional capacity development, and sustainability and partnerships**. Based on these three pillars, CDCE-I prepared a detailed operational plan and an annual monitoring and evaluation plan within a clear timeframe, with realistic budgets and defined roles and responsibilities. These plans will be implemented and periodically assessed by CDCE-I's team to ensure the achievement of the Institute's strategic directions.

Introduction

CDCE-I seeks to identify needs, shape priorities, and define objectives and interventions in a strategic and participatory manner within a four-year timeframe that aligns with the Institute's mission and vision. The planning process takes into account available resources and potential obstacles, and is guided by principles of sound management and good governance. The strategic plan for the years 2024–2028 was prepared according to the stages of institutional strategic planning. Strategic planning tools were applied to collect the data and information necessary to assess the Institute's current situation, including its key challenges and proposed areas for development, through a participatory approach with all relevant stakeholders.

Based on the key findings of the assessment summary, which will be presented later in this document, CDCE-I proceeded to define its strategic framework in line with the priority issues and pressing needs identified through the assessment process. The Institute's previous mission and vision statements were reformulated to reflect its aspirations and core functions as an independent, non-profit civil society organization. Accordingly, a strategic plan matrix was developed for the next four years, setting out the main interventions to be pursued by all Institute functions in collaboration with relevant stakeholders.

Objectives of Developing the Strategic Plan

The main objectives of developing the strategic plan for CDCE-I can be summarized as follows:

1. Assess and clearly summarize the current situation of the Institute, highlighting key strengths, weaknesses, opportunities, and threats.
2. Identify development and improvement needs, and prioritize them based on the assessment of the current situation.
3. Define interventions that can be initiated to achieve the strategic objectives.
4. Prepare the strategic framework for the years 2024–2028, including objectives, expected results, mechanisms for implementation, and realistic performance indicators.

Methodology of Developing the Strategic Plan

The plan was prepared based on four main phases, each consisting of several steps:

1. **Phase One:** Preparation and orientation of participants toward developing and drafting the strategic plan. The purpose is to engage the Institute's team—including the administrative board, staff, and relevant stakeholders—in an active and participatory process from the outset. That ensures ownership and facilitates implementation in the short, medium, and long term. The phase also includes assessing the current situation.
2. **Phase Two:** Identifying the main pillars of the Institute's work and assessing its current situation, including strengths, weaknesses, opportunities, and challenges.
3. **Phase Three:** Determining the Institute's various needs, setting strategic objectives, examining available resources, and defining priorities and strategic directions.
4. **Phase Four:** Preparing the strategic framework and setting the Institute's strategic objectives in alignment with its vision and mission. The phase also covers identifying expected results, methods of implementation, means of achievement, and establishing performance indicators based on available resources and opportunities.

CDCE-I Overview

CDCE-I was established in Bethlehem in 2010 as a non-profit, non-governmental organization. It is licensed by the Ministry of Interior and holds additional licenses from the Ministry of Labor as a vocational training center and from the Ministry of Education and Higher Education as a cultural and training center. The Institute operates based on a strong commitment to professional and ethical values in all its activities.

According to its bylaws, the Institute aims to improve the economic and social conditions of the local community in line with the national development plan, with a particular focus on university graduates to help bridge the growing gap between educational outputs and labor market needs. CDCE-I provides capacity-building programs across all community and economic sectors and seeks to strengthen community partnerships with active public, private, and civil society institutions. The Institute maintains a strategic partnership with Palestine Ahliya University, which hosts its offices, and is committed to creating a supportive physical and intellectual environment for education, learning, and capacity building, as well as providing consultations, studies, and research in the field of sustainable development.

The Institute holds a distinguished position within both the university community and the broader local community, whose needs are rapidly evolving in light of fast-changing economic, social, and political conditions. Since its establishment, the Institute has adopted a vision that combines youth empowerment with capacity building, enabling young people to play a larger and more effective role in the sustainable development of their local community. Young people are therefore at the center of CDCE-I's interventions, regarded simultaneously as partners and agents of change. In this context, Palestinian university students and graduates in the West Bank, in general, and in the Hebron and Bethlehem areas in particular, are the direct beneficiaries of the Institute's various interventions. Some participants experience individual capacity development, while others contribute directly to local community development.

In addition, youth groups and other social beneficiaries gain from the professional staff and volunteers supporting CDCE-I's initiatives. To achieve these outcomes, the Institute has designed and implemented a variety of interventions (programs and projects) across multiple areas, including, but not limited to, professional and technical capacity building, human rights and social justice awareness, community and economic development, good governance and advocacy, community participation and accountability, and related fields.

Strategic partnerships and networking with other civil society organizations, governmental institutions, local government units, private sector entities, and Arab and international donor organizations are central to the Institute's ability to implement effective and impactful economic and social interventions at both local and national levels.

CDCE-I's administration and staff believe that no single entity can achieve the desired and lasting change within a complex system of economic, social, and developmental conditions, particularly in the context of increasing competition for funding amid continuously shifting economic and political circumstances.

Memberships and Partnerships of the Institute

Since its establishment, the Institute has mobilized all its staff and resources to participate in professional networks and committees, as well as to establish sustainable strategic partnerships with all stakeholders involved in its institutional work, services, programs, projects, and activities at all levels. Throughout its community engagement, the Institute has formed numerous partnerships and collaborative frameworks, among the most prominent of which are:

Strategic Level:

Palestine Ahliya University (PAU) serves as the Institute's primary strategic partner. The Institute's offices are located within the University campus, and the relationship is governed by a strategic cooperation agreement signed between the two parties since the Institute's founding. The agreement preserves the Institute's independent legal, administrative, and financial status as a non-profit, non-governmental civil society organization. The partnership is guided by shared benefits and aligned visions to serve the local community, particularly youth. The Institute benefits from the University's facilities and human resources and from direct access to students and graduates, while developmental projects and capacity-building activities provide the University with advantages in infrastructure, academic development, and skills-building for staff, students, and graduates. In this way, the Institute functions as the University's community and development arm.

Local and National Level:

The Institute, represented by its Board and staff, values partnerships across various levels and with diverse actors at the local and national level. This approach is reflected directly in its work and projects, which feature multiple partnerships, especially with grassroots organizations, whether legally structured or informal. The Institute has contributed to the establishment and empowerment of numerous community-based bodies, such as youth local councils and community accountability committees. Institutionally and programmatically, it has supported more than 30 grassroots groups across the West Bank, with a focus on the southern governorates, particularly Bethlehem and Hebron. Since its inception, the Institute has signed over 50 memoranda of understanding with local authorities, civil society directorates and institutions, employment councils, local economic development councils, grassroots groups, and other stakeholders.

Regional and International Level:

- Partnerships: The Institute's partnerships extend beyond the national level to include regional and international collaborations with various partners and donors. Notable among them are:

- The United States Agency for International Development (USAID) and its implementing partners, including Catholic Relief Services (CRS), Chemonics International, International Research & Exchanges Board (IREX), Tetra Tech ARD, Mercy Corps, Global Communities, and the International Youth Foundation (IYF).
 - The European Union (EU);
 - Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
 - Konrad Adenauer Stiftung (KAS)
 - EducAid Foundation
 - SOS Children’s Villages
 - The Municipal Development and Lending Fund (MDLF).
- **Memberships:** To stay abreast of rapid developments and enhance its capacity to influence decision-making, the Institute has sought membership in several active local, regional, and international networks and bodies, including:
- Palestinian Non-Governmental Organizations Network (PNGO)
 - Arab Campaign for Education for All (ACEA)
 - Palestinian NGO Development Center (NDC)
 - Palestinian Center for Democracy and Conflict Resolution (PCDCR)
 - Bethlehem Governorate Employment and Training Council (LET)
 - Anna Lindh Foundation – Palestine Network
 - Palestinian Social Forum
 - Youth Development Resource Centers (YDRCs) Network representing Bethlehem Governorate
 - American Voluntary Platform (OMPRAKASH) The European Voluntary Service (EVS) Network/ European Solidarity Corps (ESC).

Services, Programs, and Projects Offered by the Institute

Since its establishment, CDCE-I has mobilized all its capacities and resources to provide a diverse range of services to its target groups, both within the university community at Palestine Ahliya University and in the wider local community. Despite the funding challenges faced by most civil society organizations in Palestine, due to limited funding opportunities and high competition for them, the Institute has managed to sustain and expand its services through the implementation of multiple projects under various programs, whether funded by donors or delivered through consultancy and training services.

Volunteering and Culture Empowerment Program

This program targets young people aged 18 to 35 and provides opportunities for volunteering and participation in organizations or institutions outside Palestine across multiple fields, within the framework of the Institute’s partnerships and memberships. Its aim is to foster a clear

understanding of Palestinian society by promoting a culture of dialogue, communication, and intellectual and cultural exchange between Palestinian youth and communities and institutions abroad. Key projects implemented under this program include:

- American Voluntary Platform (OMPRAKASH) network, which engaged eight remote volunteers to support the Institute's programmatic and institutional development.
- The European Voluntary Service (EVS)/European Solidarity Corps (ESC) network, through which six Palestinian volunteers were sent to European countries (Spain, Italy, and Lithuania), while two European volunteers were hosted in Palestine to volunteer at the Institute.
- The Pro EUEV Project.
- Hosting at least 30 local volunteers to work directly at the Institute, along with dozens of additional volunteers supporting various activities, with 132 volunteers officially registered in the Institute's volunteer database.

Career Guidance Program

With rising youth unemployment in Palestinian society due to the mismatch between academic outputs and the real labor market demands, the Institute adopted the Career Guidance Program, which aims to raise awareness among all community groups, particularly young students of both genders, to discover their ambitions, inclinations, qualifications, and capacities, and to provide information about the labor market and available educational opportunities. This enables participants to connect this information with their self-knowledge, choose a future career, and make informed decisions related to work and learning paths. Through the program, students acquire knowledge and skills for selecting a future career, planning appropriate educational paths, engaging with learning opportunities, and maintaining flexibility and adaptability for future changes. The program also helps individuals make decisions regarding their professional future, selecting suitable careers or fields of study, conducting interviews, and receiving feedback to better understand their personalities for guidance toward employment or training.

- The "School to Career" project, implemented across all West Bank areas in partnership with the International Youth Foundation (IYF).
- Collaboration with SOS Children's Villages Palestine to build staff capacities and guide beneficiaries.
- Integration of this program into other Institute projects, such as the Positive Youth Development Program.
- Continuous service provision to beneficiaries seeking guidance.

Entrepreneurship and Employment Program

This program targets young male and female entrepreneurs and is implemented by the Institute to enhance their capacities in various entrepreneurial fields, providing technical and financial support, depending on resources, to develop innovative ideas and projects that create employment opportunities for youth aged 18 to 35 with creativity and entrepreneurial passion.

- Entrepreneurship, social entrepreneurship, and green entrepreneurship trainings.
- "Empowering Entrepreneurs through Future Technologies" project, implemented in three phases.
- "Youth Partnership" project in collaboration with IREX.

Vocational Training Program

This program is implemented in partnership between CDCE-I and Palestine Ahliya University, along with relevant stakeholders. It offers various vocational courses tailored to the needs of the Palestinian labor market:

- Media technology.
- Animation and sound effects
- Smart phone maintenance
- Graphic design and coding.

Good Governance and Social Accountability Program

This program has been implemented by the institute several years and directly aims to strengthen the concepts and practices of governance across all processes, institutions, and mechanisms through which decisions on matters of common interest are made and organized. Good governance is essentially the process by which public institutions manage public affairs, administer public resources, and safeguard human rights.

Accordingly, through this program, the association focuses on the principles of good governance and internationally recognized human rights as defined by the United Nations, emphasizing justice, transparency, responsibility, accountability, participation, and responsiveness to citizens' needs.

Among the most prominent projects carried out under this program:

- Enhancing Participation and Social Accountability Project: Implemented in 23 locations across the West Bank in two phases between 2019–2022, in partnership with the Municipal Development and Lending Fund.
- Our Municipalities: Accountable and Effective Project, in partnership with Tetra Tech–ARD.

Rule of Law and Legal Awareness Program

Addressing today's challenges to the rule of law is a real issue worldwide, including in the unique context of Palestine. CDCE-I, through its Rule of Law and Legal Awareness Program, seeks to highlight key community issues that require awareness and advocacy interventions to mitigate negative impacts, such as crime, drugs, and family-related problems. The institute designs and implements educational, awareness, advocacy, and other community-based interventions in partnership with relevant stakeholders to contribute effectively to reducing these negative phenomena in a constructive and responsible manner. The program also emphasizes adherence to justice principles and supports the development of accountable and inclusive institutions at all levels.

- Key projects implemented under this program include:
 - The "Knowledge is Protection" project, in partnership with Chemonics.
 - The "RIGHT LIVE" project, in partnership with Chemonics.

- The establishment and activation of the Legal Clinic and the Mock Court at Palestine Ahliya University, including capacity-building for their teams.

Community Engagement Program (Youth, Women, and Persons with Disability)

Since its establishment, CDCE-I has sought to promote the active participation of youth in Palestinian society, recognizing young people of both genders as partners in community development rather than mere beneficiaries. Accordingly, the institute works to challenge traditional negative perceptions of youth by fostering a culture and practice that views them as partners of today and leaders of tomorrow.

- To achieve this, CDCE-I aims to transform the context in which youth participation takes place, providing young people with genuine opportunities to develop their capacities and deepen their understanding of civic engagement and their vital role in advancing development. Through this program, youth are encouraged to identify the key challenges within their local communities and to design and implement impactful initiatives that contribute to meaningful change in the political, social, cultural, economic, and legal spheres.

- Some of the key projects implemented under this program include:
- Civic Hackathon Project: in partnership with Catholic Relief Services (CRS).
 - Nothing About Us Without Us Project: focusing on the rights of persons with disabilities, implemented in collaboration with three Palestinian universities and in partnership with the Italian organization EducAid.
 - SAWTUNA (Our Voice) Projects (1, 2, and 3): in partnership with the German Konrad Adenauer Foundation (KAS), focusing on building individual and institutional capacities.
 - Our Youth, Empowered and Active Project: in partnership with the German Development Cooperation (GIZ).
 - We Serve... We Learn Project: in partnership with the U.S. Consulate.
 - Grassroots Interventions Project: in partnership with Catholic Relief Services (CRS).

Individual and Institutional Capacity Building Program

This program aims to develop the individual and institutional capacities of partners and beneficiaries. It closely intersects with other programs and projects, which often include specific capacity-building components for grassroots partners. It involves developing systems, plans, bylaws, and operational policies. In addition, some projects are primarily designed to build and strengthen beneficiaries' capacities, including:

- Young Arab Voice Project: Implemented in partnership with the British Council.
- Mediterranean Young Voice Project: Implemented in partnership with the British Council as a continuation of the Arab Youth Voice Project.
- ACT ENGLISH Project: Implemented in partnership with IREX.

Consultations and Studies Program

Intellectual output represents the culmination of extensive fieldwork and research efforts. It is a sustainable outcome—whether serving as groundwork for a future intervention within a project, as a standalone service for the institute, or commissioned by external parties. In this context, CDCE-I's team has distinguished itself through a wide range of intellectual productions, most notably:

- Diagnostic studies on civic participation and accountability across 23 localities in the West Bank, in addition to two collective studies on the subject.
- Development of internal policies and procedures regulating the formation and operations of local youth councils, disseminated to partners and beneficiaries.
- Development of internal systems and bylaws regulating the formation and operations of social accountability committees, disseminated to partners and beneficiaries.
- Development of volunteer systems, disseminated to partners and beneficiaries.
- Development of a comprehensive guide on designing and implementing community initiatives for beneficiaries.
- Development of human resources systems and procurement systems, disseminated to partners and beneficiaries.

Organizational Structure of the Institute

The Community Development and Continuing Education Institute (CDCE-I) has an updated organizational structure that reflects both the current working environment and the institute's future aspirations for expanding its services. The organizational structure consists of the General Assembly, from which the Board of Directors is democratically elected. The most recent Board election took place in March 2021.

The institute is managed by an Executive Director, who oversees the administrative and technical units responsible for monitoring and implementing the institute's projects, programs, and services. In addition, the institute provides consulting and training services to the local community and project beneficiaries as needed. The Executive Director also supervises the administrative and financial operations of the institute, including human resources, public relations, procurement, and accounting/finance.

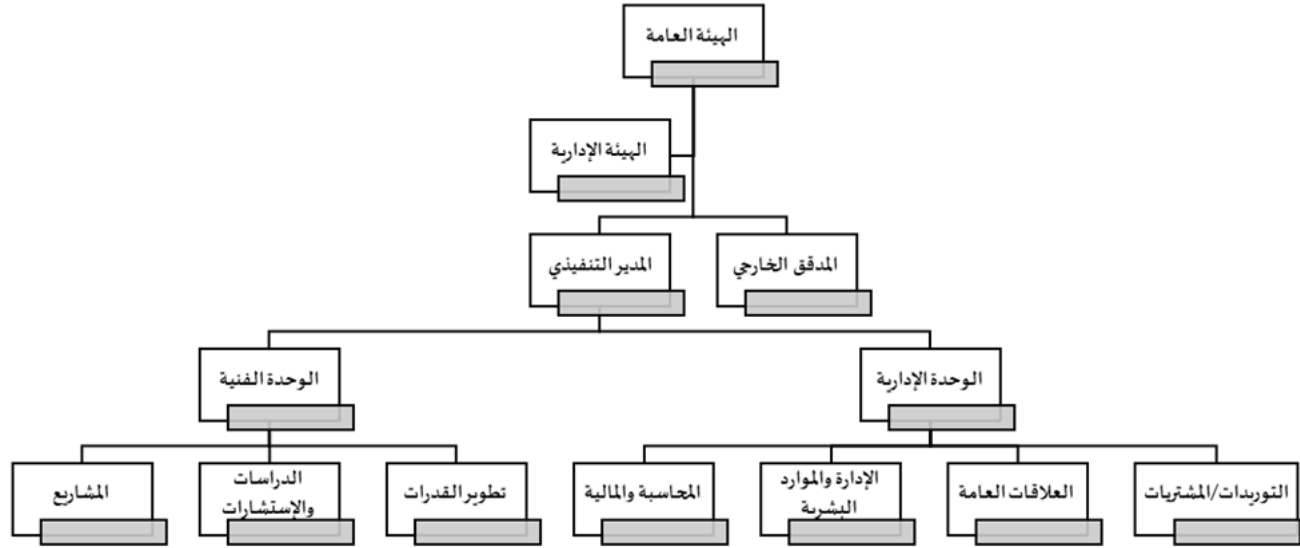


Figure: Organizational Structure of CDCE-I:

- The General Assembly (at the top)
- the Administrative Board and the Executive Director.
- the Administrative Unit (covering Purchasing/Contracts, Public Relations, Human Resources and Administration, and Accounting and Finance)
- the Technical Unit (covering Projects, Studies and Research, and Service Development).

Assessment of the Institute's Key Areas

This section provides a summary of the assessment of the institute's main areas, based on the evaluation sessions and meetings conducted with relevant stakeholders. The key areas can be assessed as follows:

Programs and Projects

Programs" refer to a set of projects, activities, and related initiatives designed and implemented by the institute. A program typically groups several projects together and may include additional processes, but generally, linking these projects under a program provides benefits, whether to achieve a specific objective, reduce certain risks, or other reasons. The assessment of this area highlights the following positive and negative factors:

Positive Factors	Negative Factors
<ul style="list-style-type: none"> - Diversity in the types of programs and projects and the target groups they serve. - Programs and projects designed and implemented by the institute are coherent and appealing to target groups, particularly youth. - The institute's programs and projects are not financially burdensome, making them attractive to donors. - Innovation and originality in the institute's programs and projects distinguish it from others. - Most programs and projects stem from needs-assessment exercises and are prioritized by beneficiaries. - The impact of the institute's programs and projects is tangible and leaves positive impressions on target groups. - Many programs and projects are offered free of charge, encouraging target groups to participate. - The cumulative technical and professional experience gained by the institute's team through diverse programs and projects. - The network of relationships the institute has established with local and donor organizations. - Geographic expansion achieved by implementing projects across all areas of the West Bank (south, central, north). - Programs and projects serve a variety of population groups, including cities, villages, camps, Area C, and marginalized areas. - Exchange programs and projects with academic and professional institutions have contributed to the institute's development and expanded its scope of work. - Implementation of multiple programs and projects in education and technical-vocational training has strengthened the institute's position among relevant organizations. - The institute's notable achievements in career guidance, community leadership, and capacity building. - Programs and projects are integrated with the activities of the University's Continuing Education Center. 	<ul style="list-style-type: none"> - The institute's focus on environmental issues, such as global warming and other global challenges, remains limited. - Programs and projects that integrate local development goals with sustainable development objectives are limited. - The institute has a limited database on specialized skills and competencies needed to implement non-traditional programs and projects. - The university's horizontal and vertical expansion limits the institute's ability to fully use available university facilities, causing delays in implementing some activities due to scheduling conflicts. - Despite youth development and empowerment projects aimed at entering the labor market, this area remains limited within the institute's work. - Although the institute conducts capacity-building programs independently or through funded projects, this area still requires strengthening and greater institutionalization within the institute. - Sustainability of non-funded programs, such as paid training courses, is challenging due to difficulties in marketing them to beneficiaries.

Institutional Development

“Institutional development” refers to the institute’s organizational capacities that enable it to design, implement, monitor, and evaluate programs and projects effectively and efficiently. This supports the achievement of its strategic vision, enhances sustainability, and ensures proper governance of its operational and administrative systems, including financial management. The assessment of this area highlights the following positive and negative factors:

Positive Factors	Negative Factors
<ul style="list-style-type: none"> - Location of the institute on the university campus. - Being located on the Palestine Ahliya University campus has diversified the institute’s work, particularly in higher education and academic development, and provided advantages such as broad access to students, graduates, academic and professional competencies, and technology services. - Availability of established administrative and financial regulations and flexibility in their application, such as the institute’s administrative and financial system. - The institute’s staff is young, which supports the design and implementation of programs and projects targeting youth. - The staff possesses the knowledge and skills required to carry out the institute’s work. - Authorities delegated by the institute’s Board of Directors to the executive team support planning, prioritization, and implementation. - Decentralization in administrative and technical work contributes significantly to staff engagement, development, and the implementation of programs and projects. - High job satisfaction and morale among the institute’s staff. - Open access for local and international volunteers contributes to the development and expansion of the institute’s work in achieving its vision. - Sufficient technological infrastructure and organized information to perform current tasks. - Strong commitment by the institute’s management to developing the competencies of staff and volunteers. 	<ul style="list-style-type: none"> - Lack of sufficient clarity in the institute’s identity due to the similarity of its name with the Continuing Education Center, its association with the university’s project department, and its location within university buildings. - Absence of a clear, approved system for monitoring and evaluating the institute’s work in connection with operational plans and the follow-up and evaluation framework. - High dependency on foreign funding through a limited number of donors, with negative impacts on operations and the ability to retain staff. - Crisis management requires additional planning and effort, especially following the COVID-19 pandemic, to ensure the institute’s sustainability. - Limited knowledge, skills, and experience of the institute’s staff regarding non-traditional programs and projects offered to various stakeholders. - Unclear policies and procedures for managing volunteer work within the institute. - Some overlap and lack of clarity in roles and responsibilities among staff members, particularly in areas unrelated to specific projects. - Absence of procedural guides for human resources management, including incentive and benefits systems, salary scales, and procurement guidelines, as well as an outdated procurement system that does not match the institute’s growth. - The current organizational structure does not clearly reflect the institute’s activities or the responsibilities of its staff. - Confusion between programmatic and administrative tasks weakens staff performance improvement.

<ul style="list-style-type: none"> - Adequate separation of powers between different work centers in the organizational structure. - The institute’s technological environment has facilitated its outreach, particularly on social media platforms. - Sustained relationships with beneficiaries and volunteers, and the future investment in them as staff and trainers who share the institute’s vision and mission. - Advanced training programs and working methodologies used by the institute, such as PTS and I-SERVE-BYB. - The institute’s accreditations for using global volunteering and exchange platforms, such as the European EVS and the US-based Omprakash. 	<ul style="list-style-type: none"> - Facilities implemented for the university through the institute are not optimally utilized to achieve their intended goals, including centers and laboratories. - Limited role of the Administrative Board in enhancing its function and developing the institute’s work. - Limited communication between the institute and the General Assembly for purposes of institutional development and leveraging their expertise and networks.
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Sustainability and Partnerships

“Sustainability and partnerships” refers to attracting appropriate support that ensures the continuity and development of the institute’s work. Such support is achieved through effective partnerships with relevant stakeholders in the public, private, and civil sectors, as well as with donors and funders, alongside self-reliance on the institute’s own resources. The assessment of this area highlights the following positive and negative factors:

Positive Factors	Negative Factors
<ul style="list-style-type: none"> - Diversity in the types of programs and projects funded by multiple donors has built trust in the institute’s work, management, and performance among donors. - The institute has gained significant experience through repeated collaboration with the same donors. - Although its consulting and training services for local institutions and community groups are limited and not fully institutionalized, they represent an important source of income for the institute. - The institute enjoys a strong reputation among its donors, partners, and beneficiaries. - The institute is open to engagement with various private, public, and civil sectors at all local and international levels. - The institute has established strong and effective partnerships at the local, national, and international levels, particularly with youth-focused organizations. 	<ul style="list-style-type: none"> - High dependency on donor organizations to cover the institute’s operational expenses. - Consulting and training services provided to local institutions are not fully institutionalized. - Absence of a clear strategy for mobilizing support, particularly financial support, for the institute. - Limited continuing education programs that could enhance self-generated income. - Fundraising efforts are concentrated in a very small number of staff, with little visible support from the Board of Directors. - The institute has not yet leveraged corporate social responsibility initiatives from private-sector companies. - Short duration of collaboration with donors. - Partnerships with the public and private sectors remain limited and require further effort.

<ul style="list-style-type: none"> - Membership in several local and national professional networks has supported the institute’s development and diversification of activities. - Active registration on international funding platforms, both European and US-based, enables the institute to compete for grants and submit projects through these platforms. - Introduction of a quarterly newsletter covering the institute’s activities, distributed to partners and published on the official website and social media channels. - - The institute maintains an active presence on social media platforms, including Facebook, Instagram, and LinkedIn. 	<ul style="list-style-type: none"> - Partnerships implemented by the institute lack strategic and integrated engagement with relevant national institutions, whether or not funded projects are involved.
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Opportunities Across All Areas

Based on the analysis of the institute’s key areas, a set of opportunities is available to support the development and improvement of its operations and performance, as outlined below:

- Greater investment in leveraging the university’s horizontal and vertical expansion, in terms of academic programs and facilities, to support the institute’s growth in activities and target groups.
- Increased attention from donors toward sustainable development goals.
- A noticeable increase among some donors in areas relevant to the institute’s work.
- The information revolution, widespread digital culture, and post-COVID opportunities in e-learning.
- Growing recognition of the need for applied, technical, and vocational education, which is also a focus area for the institute.
- Expansion of local community interest in the institute, its work, and activities, along with its horizontal and vertical outreach.
- Possibility of obtaining international professional accreditations that enhance the institute’s distinction and expand its services.
- Availability of numerous opportunities to develop the skills and competencies of the institute’s staff.
- Openness to implementing developmental projects, joint programs, cooperation agreements, and partnerships with local, national, or regional institutions.
- The willingness of several local and international volunteers to contribute to the institute, which can support its development.

Threats Across All Areas

Based on the analysis of the institute’s key areas, a set of threats and challenges have been identified through the external environment assessment. These should be taken into account in order to mitigate their impact and achieve the institute’s strategic objectives, as outlined below:

- Political, economic, and social instability in the West Bank.
- Changes in government policies toward civil society organizations in Palestine that may hinder the institute’s operations.

- Increasing numbers of competing institutions vying for funding, amid the gradual reduction of funding levels allocated to Palestine.
- Continued decline in household income levels in Palestine, limiting families' ability to cover costs for consulting and training services the institute might provide.
- Competitive opportunities and advantages offered by other organizations that may lead to the loss of some of the institute's skilled staff.
- External pressures on Palestinian policies resulting in the suspension of some donor funding, such as from USAID.
- Ongoing developments in information technology and the urgent need to keep up with these advancements.
- Growing shift toward virtual work environments, requiring the institute to adopt and expand digital tools and platforms.

Strategic Development Framework – CDCE-I Strategic Plan

Strategic Vision

Based on the results of the assessment and evaluation of the institute's key areas, with the participation of the majority of staff, management, and volunteers, and reflecting the institute's ambitions, the strategic vision has been articulated as follows:

"A pioneering model in sustainable community development that combines tradition and innovation, serving the Palestinian society and humanity."

Institute's Mission

The institute believes its work must be directed toward the Palestinian people in general, and toward contributing to sustainable community development through multiple interventions and governed institutional management. Accordingly, the institute's mission can be formulated as follows:

"Contributes in investing in the Palestinian human capital by delivering distinguished programs and projects in sustainable community development, economic, social, and cultural empowerment, capacity building, awareness and advocacy, civic and community engagement, good governance and accountability, and volunteerism, relying on effective partnerships, enhancing sustainable resources, and applying the highest standards of excellence, quality, and governance in institutional work to meet the needs and priorities of the Palestinian community."

Guiding Principles and Values

The institute upholds a set of professional and ethical values that govern all of its work, which are as follows:

Professional Values	Ethical Values
Leadership and initiative	Equality
Driving Change	Pluralism
Participation	Humanity
Accountability and Transparency	Ethical Conduct
Continuous Learning and Development	Discipline and Commitment
Objectivity	Volunteerism
Quality	Respect for Diversity
Partnerships	Team Spirit

Strategic Objectives

Based on the results of the assessment and evaluation of the institute's key areas, the identification of its strategic issues, and the formulation of the strategic vision, the institute's priority strategic objectives have been defined as follows:

Strategic Objectives for Programs and Projects

- Enhance the efficiency and effectiveness of CDCE-I's programs, projects, and services.

Strategic Objectives for Institutional Development

- Improve the performance, efficiency, and effectiveness of the institute's institutional work.

Strategic Objectives for Sustainability and Partnerships

- Strengthening sustainability and the frameworks for partnerships and collaboration for CDCE-I.

CDCE-I's Working Methodologies

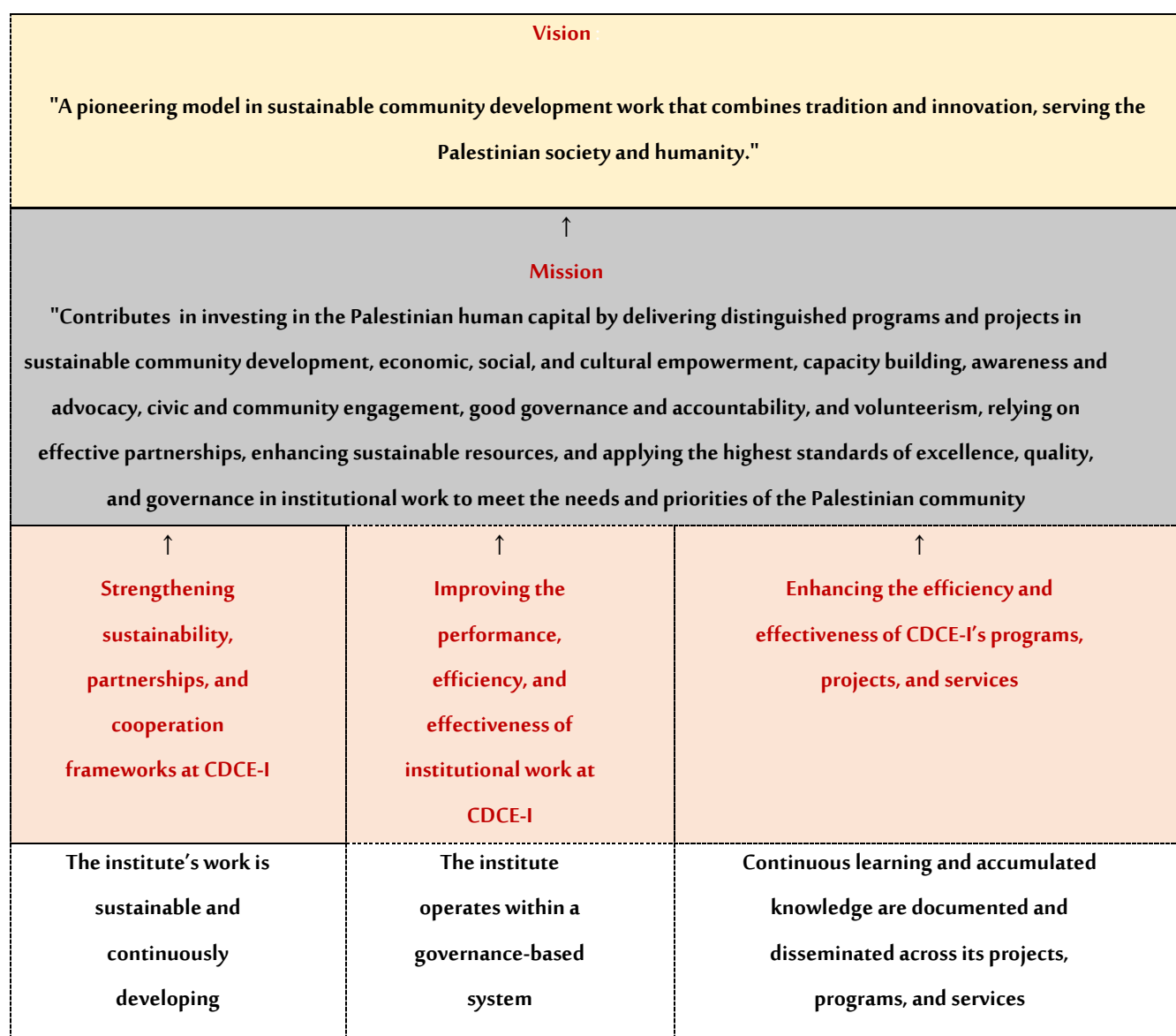
As part of its strategic framework, CDCE-I adopts the following methodologies to achieve its objectives:

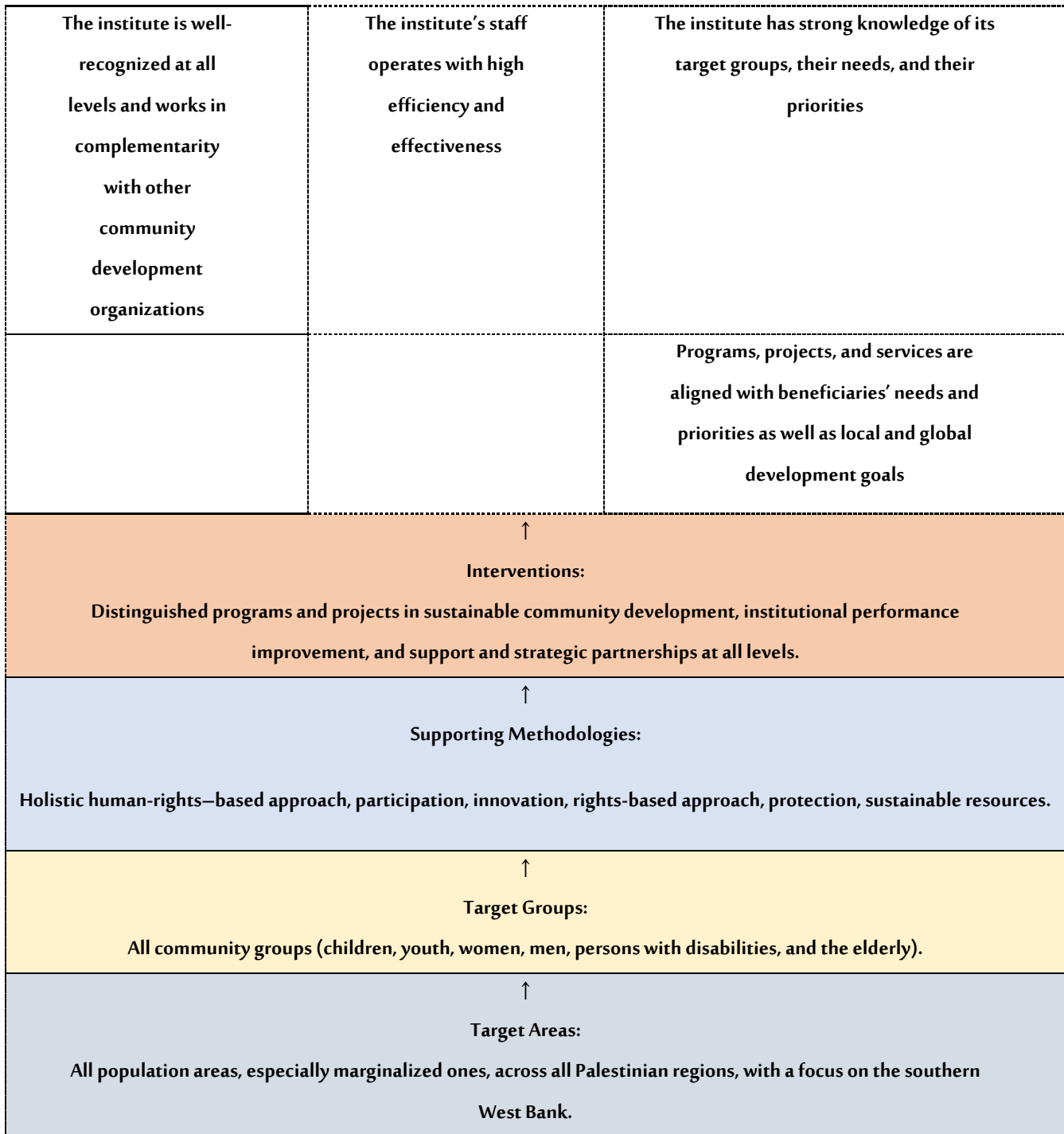
- **Inclusiveness Approach:** All community groups, of both genders and with diverse backgrounds, experiences, abilities, and skills, are engaged from a rights-based perspective and integrated into all association programs, projects, and services.
- **Participatory Approach:** The institute adopts a participatory approach in all its work, ensuring the involvement of all relevant stakeholders who play a key role in implementing, improving, and developing its strategy.
- **Entrepreneurial Approach:** The institute embraces an entrepreneurial approach across its activities, clearly reflected in its innovative initiatives, particularly youth-led entrepreneurial projects.

- **Human Rights-Based Approach:** The institute recognizes all beneficiaries as rights-holders with entitlements as well as duties, ensuring that programs and services are designed and delivered within a human rights framework.
- **Safeguarding Approach:** The institute ensures that the implementation of its work guarantees protection and safety for all, regardless of identity or circumstance. This includes safeguarding from harassment, harm, neglect, and other forms of abuse.
- **Resource Sustainability:** The institute ensures that its work does not negatively impact natural resources, with a particular focus on protecting the environment.

Theory of Change

The causal framework that constitutes the Theory of Change for CDCE-I is articulated in its strategy as follows:







Problems Addressed:

- **Various community groups, especially marginalized ones across Palestinian areas and particularly in the southern West Bank, have limited benefit from sustainable development projects across community sectors.**
- **The administrative, financial, and technical performance, efficiency, and effectiveness of the institute need to advance to a higher level.**
 - **The institute's strategic partnerships and cooperation frameworks remain limited.**

Strategic Framework of CDCE-I (2024–2028)

The strategic framework of the Community Development and Continuing Education Institute for the next four years (2024–2028) can be summarized in the matrix below:

Focus Area	Strategic Objectives	Expected Outcome	Interventions	Performance Indicators	Target Value (2024 – 2028)
Programs and Projects	Enhancing the efficiency and effectiveness of CDCE-I's programs, projects, and services	Continuous learning and accumulated knowledge are documented and disseminated across the institute's programs, projects, and services	- Documenting, archiving, and disseminating lessons learned from the institute's projects, programs, and services as best practices	Percentage of lessons learned that are documented, archived, and disseminated	90%
			- Preparing a guidance manual on best practices (including youth community initiatives) and having it approved by the institute	Number of initiatives implemented according to the guidance manual on best practices	10
			- Developing a Monitoring, Evaluation, and Learning (MEL) manual for the institute's projects, programs, and services	Percentage of implementation of the Monitoring, Evaluation, and Learning (MEL) manual	80%
			- Establishing a hybrid protocol for implementing the institute's projects, programs, and services both in-person and remotely	Percentage of implementation of the hybrid in-person and remote protocol (if applicable)	80%

	<p>The institute has strong knowledge of the target groups, their needs, and their priorities.</p>	<ul style="list-style-type: none"> - Develop a comprehensive and clear electronic database of beneficiaries of the institute’s projects, programs, and services. - Conduct an exploratory study of the institute’s target groups, particularly marginalized groups and areas, including women, youth, persons with disabilities, and Area “C,” and prepare a list of their needs and priorities. - Develop and adopt beneficiary selection criteria to strengthen the principle of transparency. 	Number of beneficiaries registered in the database	1000
			Percentage of projects, programs, and services that reflected the needs and priorities of the target groups	80%
			Number of beneficiaries selected according to the criteria applied for the institute’s projects, programs, and services	500
	<p>The institute’s projects, programs, and services are aligned with the beneficiaries’ needs and priorities, as well as with local and global development goals.</p>	<ul style="list-style-type: none"> – Prepare a report on local and global development trends, including the SDGs, and reflect them in the institute’s projects, programs, and services. – Pursue international professional accreditations to enhance the institute’s distinction and expand the scope of its services. – Design and implement projects and programs for target groups according to their priorities and the institute’s areas of work (enhancing community and civic participation, economic and social empowerment, capacity building, raising community awareness, advocacy and lobbying, academic and professional guidance, individual and institutional capacity development, 	Percentage of projects, programs, and services aligned with local and global development trends (SDGs)	80%
			International professional accreditations obtained by the institute	1
			Number of beneficiaries of the institute’s projects, programs, and services	2000
			Percentage of beneficiaries who reported improvement in their economic, social, and political conditions	60%

			entrepreneurship and employment, good governance and social accountability, democracy and human rights, volunteerism, and cultural empowerment).		
Institutional Capacity Development	Improving the performance, efficiency, and effectiveness of CDCE-I's institutional work	The institute's work is carried out within a governed framework	– Prepare the institute's annual work plans for the institute and its staff within the strategic vision.	– Percentage of implementation of the institute's annual work plans	90%
			– Review, update, approve, and implement the institute's administrative system.	– Percentage of implementation of the administrative system in the institute's operations	90%
			– Review, update, approve, and implement the institute's human resources system.	– Percentage of implementation of the human resources system in the institute's operations	90%
			– Review, update, approve, and implement the institute's procurement/purchasing system.	– Percentage of implementation of the procurement/purchasing system in the institute's operations	90%
			– Develop a protocol for crisis management within the institute.	– Percentage of implementation of the crisis management protocol in the institute (if applicable)	80%
			– Develop a policy on religious and political neutrality, have it approved by the board, and disseminate it to staff.		

			<ul style="list-style-type: none"> - Develop an internal and external communication strategy and plan. - Establish a volunteer management system for the institute. - Develop a database of the institute’s volunteers. - Develop a protocol for electronic archiving of all institute operations. - Develop a protocol for onboarding and orientation of new staff. 	<ul style="list-style-type: none"> - Percentage of implementation of the communication strategy: 80% - Number of regular meetings conducted by the staff 	96 ^[1]
				<ul style="list-style-type: none"> - Percentage of implementation of the institute’s volunteer management system 	80%
				<ul style="list-style-type: none"> - Number of the volunteers registered in the database 	50
				<ul style="list-style-type: none"> - Percentage of implementation of the electronic archiving protocol 	80%
				<ul style="list-style-type: none"> - Percentage of implementation of the religious and political neutrality policy protocol 	90%
				<ul style="list-style-type: none"> - Percentage of implementation of the onboarding and orientation protocol for new staff 	80%
				<ul style="list-style-type: none"> - Number of staff who participated in capacity-building programs 	16

		<p>The institute’s staff work with high efficiency and effectiveness</p>	<ul style="list-style-type: none"> – Assess and identify the training needs of the institute’s staff based on their job functions, and accordingly enhance staff capacities in topics such as the use of social media in line with the institute’s policies, systems, and donors. - Develop a performance evaluation guide or system for the institute’s staff based on clear criteria and link the results to capacity development and incentives. 	<ul style="list-style-type: none"> – Percentage of positive change in staff knowledge and skills 	60%
				<ul style="list-style-type: none"> – Percentage of staff whose performance evaluation results are reflected in their job status 	90%
<p>Sustainability and Partnerships</p>	<p>Strengthening the institute’s sustainability, partnerships, and collaboration frameworks</p>	<p>The institute’s work is advanced and sustainable</p>	<ul style="list-style-type: none"> – Develop a guide for partnerships with civil society institutions as well as the private and public sectors. 	<ul style="list-style-type: none"> – Number of new partnerships signed 	8
			<ul style="list-style-type: none"> – Pursue long-term funding partnerships with donors. 	<ul style="list-style-type: none"> – Number of projects, programs, and services funded through corporate social responsibility initiatives 	2
			<ul style="list-style-type: none"> – Leverage corporate social responsibility from private sector companies to contribute to achieving the institute’s mission. 	<ul style="list-style-type: none"> – Number of projects, programs, or services funded for three years or more 	3
			<ul style="list-style-type: none"> – Expand the donor base to reduce reliance on a single funder. 	<ul style="list-style-type: none"> – Percentage increase in the institute’s annual income from training programs and income-generating consulting services 	2%
			<ul style="list-style-type: none"> – Enhance training programs and provide income-generating consulting services for the institute. 		

		<p>The institute is recognized at all levels and operates in an integrated manner with community development institutions</p>	<ul style="list-style-type: none"> – Coordinate and network with local and national community development institutions to ensure integration. 	<ul style="list-style-type: none"> – Number of projects, programs, and services implemented in coordination with other entities 	5
			<ul style="list-style-type: none"> – Establish and activate a coordination committee within the institute to strengthen communication between the institute and Palestine Ahliya University regarding programs and projects. 	<ul style="list-style-type: none"> – Number of coordination meetings between the institute and relevant stakeholders 	8
			<ul style="list-style-type: none"> – Enhance relationships and trust with stakeholders involved in the institute’s activities to facilitate task implementation and achieve objectives. 	<ul style="list-style-type: none"> – Number of new institute memberships, locally or internationally 	2
			<ul style="list-style-type: none"> – Strengthen the institute’s memberships in networks and forums relevant to its scope of work. – Develop a marketing and promotion strategy to highlight the institute’s identity and disseminate its achievements and activities. 	<ul style="list-style-type: none"> – Percentage of the institute’s compliance with implementing the marketing and promotion strategy 	90%

CDCE-I's Annual Plan (2024–2025)

Strategic Objective	Interventions	Expected Budget (USD)	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Enhancing the efficiency and effectiveness of the institute's programs, projects, and services.	- Documenting, archiving and disseminating lessons learned from the Institute's projects, programs and services as best practices.	2000				
	- Preparing a guideline, approved by the institute, for best practices (community youth initiatives).	3000				
	- Developing a comprehensive and clear electronic database of the beneficiaries of the institute's projects, programs, and services.	1000				
	- Conducting an exploratory study of the institute's target groups, particularly marginalized groups and areas, including women, youth, persons with disabilities, and Area "C," and preparing a list of needs and priorities.	1000				
	- Prepare a report on local and global development trends (SDGs) and reflect them in the institute's projects, programs, and services.	1000				

	<ul style="list-style-type: none"> - Develop and implement projects and programs for target groups according to their priorities and the institute's areas of work (enhancing community and civic participation, economic and social empowerment, capacity building, raising community awareness, advocacy, academic and professional guidance, individual and institutional capacity development, entrepreneurship and employment, good governance and social accountability, democracy and human rights, volunteering, and cultural empowerment). 	100000				
<p>Improving the level of performance, efficiency, and effectiveness of the CDCE-I's institutional work.</p>	<ul style="list-style-type: none"> - Preparing the institute's and its teams' annual work plans in line with its strategic vision. 	500				
	<ul style="list-style-type: none"> - Reviewing, updating, approving, and implementing the institute's administrative system. 	1000				
	<ul style="list-style-type: none"> - Reviewing, updating, approving, and implementing the institute's human resources system. 	1000				
	<ul style="list-style-type: none"> - Reviewing, updating, approving, and implementing the institute's procurement/purchasing system. 	1000				
	<ul style="list-style-type: none"> - Establishing a volunteer management system for the institute" 	1000				

	- Establishing a comprehensive volunteer database for the institute	500				
	- Developing a protocol for the electronic archiving of all institute activities	1000				
	- Developing a policy on religious and political neutrality, approving it through the Board of Directors, and disseminating it to all staff	500				
	- Assessing and identifying the training needs of the institute's staff based on their job responsibilities, and subsequently enhancing their capacities in social media use in alignment with the institute's policies, regulations, and donor requirements.	1000				
Strengthening the institute's sustainability, partnership frameworks, and collaborative efforts.	- Developing a partnership guide with civil society organizations and the public and private sectors.	2000				
	- Pursuing long-term funding partnerships with donors.	1000				
	- Leveraging corporate social responsibility (CSR) initiatives of private sector companies to support the institute's mission.	500				
	- Strengthening the institute's training programs and providing income-generating consultancy services.	1000				

	- Strengthening relationships and trust with stakeholders involved in the institute's activities to facilitate task implementation and achieve its objectives.	1000				
	- Developing a marketing and promotion strategy for the institute to distinguish its identity and publicize its achievements and activities.	1500				
Total Budget		122500 USD				

CDCE-I's Annual Monitoring and Evaluation Plan (2024–2025)

Strategic Objective	Indicators	Annual Target Value	Data Source	Responsible for Monitoring	Year 2024			
					Q 1	Q 2	Q 3	Q 4
Enhancing the efficiency and effectiveness of CDCE-I's programs,	- Percentage of documented, archived, and disseminated lessons learned	22%	- Institute reports and records - Completed lessons learned records	Executive Director Administrative Officer				
	- Number of initiatives implemented according to the institute's best practices guide	3	- Institute reports and records - Initiative reports	Project Coordinators				

projects, and services	<ul style="list-style-type: none"> Number of beneficiaries Registered in the database 	250	<ul style="list-style-type: none"> Institute reports and records generated from the database 	<ul style="list-style-type: none"> Project Coordinators Administrative Officer 				
	<ul style="list-style-type: none"> Percentage of projects, programs, and services aligned with the needs and priorities of the target groups 	20%	<ul style="list-style-type: none"> Reports and records of the institute Project implementation reports 	<ul style="list-style-type: none"> Executive Director Project Coordinators 				
	<ul style="list-style-type: none"> Percentage of projects, programs, and services aligned with local and global development priorities (SDGs) 	20%	<ul style="list-style-type: none"> Annual reports and records of the institute Reports of projects, programs, and services implemented by the institute 	<ul style="list-style-type: none"> Executive Director Project Coordinators 				
	<ul style="list-style-type: none"> Number of beneficiaries of the institute's projects, programs, and services 	500	<ul style="list-style-type: none"> Annual reports and records of the institute Reports on projects/programs/services Attendance records 	<ul style="list-style-type: none"> Executive Director Project Coordinators 				

Improving the performance, efficiency, and effectiveness of CDCE-I's institutional work	- Percentage of implementing the institute's annual plan	20%	- Annual reports and records of the institute - Annual performance and achievements evaluation	- Executive Director - Administrative Officer				
	- Percentage of implementation of the administrative system in the institute's operations	20%	- Institute reports and records compared with the administrative system	Executive Director Administrative Officer				
	- Percentage of implementation of the human resources system in the institute's operations	20%	- Institute reports and records compared with the human resources system	Executive Director Human Resources Officer				
	- Percentage of implementation of the procurement/purchasing system in the institute's operations	20%	- Institute reports and records compared with the procurement/purchasing system	Executive Director Administrative Officer Finance Officer Procurement/Purchasing Officer				
	- Percentage of implementation of the institute's volunteer management system	20%	- Institute reports and records compared with the volunteer management system	- Executive Director - Administrative Officer				

	<ul style="list-style-type: none"> - Number of volunteers registered In the database 	12	<ul style="list-style-type: none"> - Institute reports and records generated from the database 	<ul style="list-style-type: none"> - Administrative Officer 				
	<ul style="list-style-type: none"> - Percentage of implementation of the electronic archiving protocol 	20%	<ul style="list-style-type: none"> - Institute reports and records - Files and folders archived electronically 	<ul style="list-style-type: none"> - Administrative Officer 				
	<ul style="list-style-type: none"> - Percentage of implementation of the institute's religious and political neutrality policy protocol 	100%	<ul style="list-style-type: none"> - Institute reports and records on received complaints 	<ul style="list-style-type: none"> - Executive Director - Administrative Officer 				
	<ul style="list-style-type: none"> - Number of staff who participated in capacity development programs 	4	<ul style="list-style-type: none"> - Institute reports and records - Attendance records 	<ul style="list-style-type: none"> - Administrative Officer - Human Resources Officer - Capacity Development Officer 				

Strengthening CDCE-I's sustainability, partnerships, and collaboration frameworks	– Percentage of positive change in CDCE-I staff knowledge and skills	20%	– Reports and records of the institute, including pre- and post-assessment results	<ul style="list-style-type: none"> - Administrative Officer - Human Resources Officer - Capacity Development Officer 				
	– Number of new signed memberships	2	<ul style="list-style-type: none"> – Institute reports and records – Signed partnership agreements 	<ul style="list-style-type: none"> - Executive Director - Administrative Officer 				
	– Number of projects, programs, and services funded through corporate social responsibility	1	<ul style="list-style-type: none"> - institute reports and records - Signed agreements with the private sector 	<ul style="list-style-type: none"> – Executive Director – Administrative Officer 				
	– Percentage increase in the institute's annual income from training programs and fee-based consultancy services	0.5%	Institute financial reports and records	<ul style="list-style-type: none"> - Executive Director - Financial Officer - Studies and Consultancy Officer 				
	– Number of coordination meetings between the institute and other relevant entities	2	Meeting minutes and attendance records	<ul style="list-style-type: none"> - Administrative Officer - Project Coordinators 				

	<ul style="list-style-type: none"> Percentage of the institute's compliance with implementing the marketing and promotion strategy 	20%	<ul style="list-style-type: none"> Institute reports and records compared with the number of interventions in the marketing and promotion strategy 	<ul style="list-style-type: none"> Public Relations Officer 				
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Annex 1: Risk Matrix

Expected Risks	Mitigation Measures / Strategies to Overcome Challenges
Unstable funding	<ul style="list-style-type: none"> - Activate partnerships with various stakeholders - Enhance local community engagement - Continue exploring new funding sources - Leverage corporate social responsibility opportunities from private sector companies - Strengthen delivery of income-generating training programs and consultancy services
Low responsiveness from target groups	<ul style="list-style-type: none"> - Increase awareness programs on the importance of the institute's projects, programs, and services - Build local alliances to support the implementation of projects and programs
Changes in the political, economic, and social conditions	<ul style="list-style-type: none"> - Form an emergency committee - Build local alliances to support the implementation of projects and programs - Adopt modern technological tools, such as Zoom, for activity implementation
Competition with other civil society organizations	<ul style="list-style-type: none"> - Increase coordination and build partnerships - Enhance delivery of income-generating training programs and consultancy services - Boost focus on marketing the institute's work and achievements - Explore funding opportunities in new fields - Pursue specialization in certain areas of the institute's work to stand out from others
Changes in public policies affecting civil society organizations in Palestine	<ul style="list-style-type: none"> - Build alliances with other civil society organizations for advocacy and lobbying - Increase awareness programs on the role and developmental importance of civil society organizations

Annex 2: References

The main references consulted to provide data and information for the preparation of the Strategic Plan of the Community Development and Continuing Education Institute can be summarized as follows:

- CDCE-I Strategic Plan (2014).
- CDCE-I's staff, administrative board, and volunteers.