

"Survival in a situation of military occupation and oppression is in itself an accomplishment.

Developing, expanding and flourishing are what we are proud of!

We still have big dreams to accomplish and are certain that we won't be able to do it alone.

*Without the constant support, guidance, solidarity and encouragement of our partners and communities,
we won't be where we are today, nor can we become what we dream of in the future."*



ANNUAL REPORT 2007



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FOREWORD

BY THE NATIONAL GENERAL SECRETARY

As I reflect back on the year 2007, I don't know how to feel: did we really achieve something worthwhile in this organization? Are we reaching more people with our services, and are we making a difference in their lives? What has happened to our structural reform? What did our program evaluations tell us? Have we been able to sustain our partners, programs, beneficiaries, and grow? Are we growing, shrinking or just maintaining our resources?

The year 2007 was another challenging year for me as a General Secretary.

On one hand, I had the major responsibility, of course with the support of the national council, of keeping things rolling and growing at a time when we were having serious structural and staff changes, staff turnover especially within senior posts, a whole process of strategic planning for the future, which is still ongoing. On another hand, many problems came to the surface which needed to be addressed, and it is worth mentioning that the organization has been facing and tackling some of these problems for years without resolution.

On the very strategic level, the fact that all the branches and associations are implementing the new proposed structures, has also allowed the council office and staff to render their technical support to make this a reality. The most important accomplishment in my view is the preparation and application of the new operational, administrative and financial procedures which will be the back bone of our institutional strengthening and growth.

We also conducted external evaluations for our major or larger programs, namely the Vocational Training Center in Jerusalem, the Food Production Project in Jericho, the multi-functional center in Jalazoune Refugee Camp, and finally the Joint Advocacy Initiative, which we co-manage with the East Jerusalem YMCA. The challenge for 2008 now is to make sure that we implement the findings and recommendations of these evaluation, and institutionalize that learning process, as well as encourage its replication within the organization so as to continue to be challenged and responsive.

The year 2007 has not been at all boring. We have met as a Middle East Region, which encompasses Jordan, Egypt and Lebanon, in April 2007 in Amman/Jordan, to prepare our positions and presentations for the World Council Meeting which was held in Nairobi in July 2007. This World Council meeting was also special in many ways. As a region and a national association, we were able to prepare and present a new resolution on the Middle East, and solicit the renewed commitment of the world movement to Peace and Justice in Palestine and the whole Middle East.

As always, all our partners and donors expressed great support through their funding, understanding, cooperation and most importantly moral and technical support. Again, and again, we continue to be grateful to our partners, because without them we cannot manage that process of empowerment and development. We are also thankful to the communities and our members who have been demanding us to do more, and have been closely watching and participating in all of our activities.

Last, but not least, many thanks as always to our staff, old and new, for their commitment to our mission and values and for joining hands to walk this challenging journey in serving the Palestinian community.

Mira D Rizek | National General Secretary

(1) HIGHLIGHTS OF 2007 FROM THE NATIONAL COUNCIL OFFICE

The year 2007 was another challenging yet exciting year for the YWCA of Palestine. It was a crucial year in the continued restructuring and institutional reform efforts that started in 2004, aiming at streamlining and strengthening the organization, as well as building its capacity to become a more professional, pioneer and competitive NGO.

From Strategic Planning retreats for board members and staff, to recruiting highly qualified staff to fill in the emerging positions of the new structures, to evaluations, capacity building and major renovations, the YWCA is proud to have managed to move a few steps forward towards achieving its ambitious dreams.

The Strategic Planning and Restructuring Process:

The process of re-visiting the organizational structures and processes started in September 2007. During 2007, two retreats were organized, in Ramallah and Jericho with about 25-30 participants in each. The retreats targeted national council members, board members, senior staff, general assembly members, as well as previous national general presidents and the previous General Secretary.

In these sessions, the participants identified the major issues that needed to be resolved, and agreed that if the organization is to move forward, the following needs to be resolved or defined:

- The new organizational structure prepared in 2006, and review and re-definition of roles of the boards, the General Secretary, the Executive Directors within the branches as well as the national council office, in relation to this new structure.
- The review of the authority and responsibility matrix which summarized the authorities and responsibilities of all the levels in the proposed organizational structure.

- Explore if there are alternative structures that can serve the organization better and more effectively.

- Discuss the implications of these alternative structures on the organization in the long run.

- The relationship between the voluntary body and the staff or executive structure. As a membership organization, where does the role of the volunteers/boards end, and where does the role of staff start?

- Finally our programs: what is our mission and vision, who are our targets, what is our role as an organization, should we continue to do direct implementation? Are we facilitators? Are we partners with our communities? How do we structure ourselves to become more effective and optimize our resources?

A two-day strategic retreat was organized for the staff in December 2007, with three more meetings scheduled for the year 2008 to be conducted at national or board levels, to keep working and resolve important issues and clarify the way forward for the YWCA.

At the end of this process, the following will be accomplished:

a. The organizational structure will be streamlined, better understood and defined, as well as agreed upon and endorsed.

b. Accordingly, the constitution committee which is made up of general assembly members as well as Board members, will review and re-visit the bylaws of the organization, and refine in light of the new structure, and laws governing the NGO in each of its localities (Jerusalem versus West Bank). These by-laws will serve as the basis of the new elections in September 2008.

c. A procedures manual for the Boards, which defines their roles, mode of work, working procedures will also be prepared.

d. A unified Code of Ethics for the organization which will be signed by all members of Boards and staff.

e. A strategic plan for 2009 and beyond that will guide the programs and fundraising initiatives of the organization, with a well defined mission, vision, program objectives and expected outputs.

PROGRAM EVALUATIONS:

The year 2007 has been the year of evaluations, reflections and learning for the YWCA. Four major programs, departments and initiatives have been evaluated, and below are the major findings and implications:

1. Vocational Training Center in Jerusalem:

In general, the evaluation confirmed that the training center is highly needed, rendering a very crucial and irreplaceable service in Jerusalem, and highly respected by the community. Yet, the evaluation also recognized that the VTC needed to be upgraded. The evaluation was carried out by Dr. Eileen Kuttub, Ms. Diana Abu Jubara and Mr Giovanni Anbar.

On the overall and strategic level, it was recommended that:

- The YWCA should continue to develop the quality of the secretarial program, keeping up with the needs of students and the labor market. Based on review of historic trends, it is clear that the demand for such a program exists, and that new specialties should be explored, examples are executive secretarial or office management degrees, medical secretaries, and others.

- Yet, there are strategic questions that need to be addressed: what are we graduating, and what does the market need most? And which market are we fulfilling, Israeli or Palestinian?

- A clear admissions policy or entrance exam to screen the students has to be developed.

- New subjects to be added or strengthened that meet the market needs better: e.g. Hebrew language, maintenance of office equipment, Business Arabic for secretaries, Booking and Reservation systems for hotel and ticketing systems, communications skills.

- The YWCA diploma needs to be accredited eventually. Once /if done, it will enable students to pursue higher education and get better and higher paying jobs, which should be encouraged

- There is dire need for a full-time VTC Supervisor, to oversee the whole program, curriculum development, scheduling and allocating tasks and managing human resources.

- Most of the staff is relatively qualified, but need retraining to suit the expected new developments in the curricula and course

content, as well as training in improvised and more participatory teaching methods and tools to be able to compete with other VTC centers in other regions.

- The students expressed dire need for a psycho-social counselor who should also work on conflict resolution between students and teachers. This cannot be one of the teachers, it creates conflict of interest.

- There is a need to hire a Gender specialist/consultant to review the curricula and incorporate gender into the training. The gender specialist can also offer and facilitate workshops on women and gender issues/studies as part of the livelihood skills program. It is a lost opportunity not to work on gender awareness with all these women while they are at the YWCA, and work on personality strengthening as well, in order to ensure strong women leaders that can participate fully in all functions of the Palestinian society.

- On the physical level, the facilities need to be upgraded as well as the equipment and teaching tools.

- Some classes should be used as model offices need office equipment especially the "Secretarial Duties" class.

- There is need for both a students lounge/cafeteria and a teachers' lounge that offer and promote exchanges, e-learning, and assist teachers to access resources material for student's exposure.

- A resource center and/or library to support the whole process of education

VTC PICTURES



2. The Food Production Program in Jericho:

This project has been established in 2002, and constitutes now over 70% of the total budget of the Jericho branch.

The evaluation report confirmed the following:

- The women who are employed in this project depend on it economically and the income has contributed positively to the well-being of their households.
- The quality, variety and diversity of products produced is very good, but needs to be standardized.
- There is no clear costing or pricing strategy or mechanisms.
- The project could become more sustainable if managed more as a business entity, and thus needs business skills.

The overall recommendations were:

- The YWCA needs to hire technical staff to oversee the production as well as the marketing.
- There is need for a technical project manager.
- New markets and marketing strategies, as well as pricing strategies should be explored.
- The team should adhere to clear production plans, driven by market demand and needs.

FOOD PRODUCTION



3. The Community Center at the Jalazoune Refugee Camp:

The main strengths of the Jalazoune center can be summarized in the following points:

- The center constitutes a competitive edge to the YWCA compared to other organizations in terms of having a physical presence among the marginalized target groups it is currently serving including women, young girls and children. Currently, it is extremely difficult to start new organizations in refugee camps.
- The YWCA is the only center that is politically independent. This does not only make the center open to everyone, but also provides the center with a higher flexibility for development and improvement unlike other centers that have to follow the directions and constraints of their reference factions.
- The long history of the center in the Jalazoune camp made it part of people's daily lives. Almost all people met were very concerned if the current evaluation aims at or might result in closing down the center, confirming the importance that the local community is giving to the center.
- It is women only center and thus trusted by the families to send their daughters to attend activities. Despite the presence of another women only center (women's club), it is not trusted by the community, many comments on the quality of activities and depends on volunteers and thus no systematic service is provided.

- The kindergarten is not only trusted, but also still perceived as providing good quality education and the children graduates tend to have higher achievement at school and most importantly have a distinguished personality and better behavior.

- All other community centers targeting children, youth and women in the camp are dependent on volunteers and lack systematic and continuous service provision. YWCA center has a higher potential in that respect having permanent paid staff.

Despite the achievements and strengths, the evaluators recommended the following actions:

- The Ramallah branch should prepare a strategic plan for the center which should include objectives, programs and resource allocation, and accordingly put forward an implementation plan which will reinforce the center's mission and impact.

- Strengthen and standardize the administrative and financial management and reporting systems, and build the capacity of the existing staff to deliver regular simplified narrative and financial reports.

JALAZOUNE REFUGEE CAMP



- Build the technical capacity of the center by providing computers, printers, photocopying machines, internet connection and emails.

- Upgrade the curriculum of the kindergarten to include new teaching methods of playing with the sand, drama in education, trips, experiments, etc and ensure the needed financial resources for the new curriculum. Adopt an integration policy for a quota of children with special needs and children in difficult conditions such as orphans and extremely poor and fundraise for covering their annual fees.

- Celebrate the 40 years of achievements at the refugee camp and reward the staff and the Director for their outstanding achievements, which will be positively received by the local community.

- Expand the program base of the center through projects and activities initiated by YWCA or in partnership with other organizations sharing its vision, mission and target groups based on this needs assessment report and through networking and coordination with other local and International NGOs that share similar mission. It is advisable

for the YWCA to look for local partners that work with the target groups of the Jalazoune center, particularly: young girls, women and kindergarten children.

- Optimize the use of the center and its facilities by opening it for longer hours to provide after school activities, internet and computer facilities to school girl students and female university students, vocational education courses and professional skills training courses that can enhance the employability of young women graduating from colleges and universities in the camp.

- The YWCA should immediately recruit a Director for the Center who will lead the center and provide strategic oversight in the next Phase.



ORGANIZATIONAL DEVELOPMENT:

The following Staff changes have occurred in the organization in 2007:

1. The Council Office

- Ms. Arda Batarseh who joined at end of 2006 as Media and Communications Coordinator, left in July 2007 for her maternity leave and then could not come back to the job. Due to budgetary constraints, the vacancy could not be replaced
- Mr. Majdi Hussein joined the YWCA of Palestine as an IT consultant in September 2007
- Mr. Ashraf Khatib who was the full time Operations Coordinator was reduced to part-time starting in September.

2. The Jerusalem Branch

- Ms. Fadia Salfiti who was appointed in September 2006, resigned in May 2007 from her post as Executive Director for the Branch and thus the General Secretary was charged again with the oversight of the branch.
- In April 2007, the organizational structure for Jerusalem was refined and accordingly all vacant jobs advertised.
- Mr. Nabil Mansour was appointed as the Administration and Personnel Coordinator in mid October 2007.

- Ms. May Amireh was appointed as the Vocational Training Center Supervisor in October 2007.
- Sana Khsheiboun was appointed as the Program Manager for Jerusalem in November 2007.
- Ms. Marina Kuttat was promoted from accountant to Finance Officer in September 2007.
- Ms. Diana Zughaier, who was appointed as administrative and membership secretary, was shifted to Finance/Administration Clerk due to the added work load in this department.

3. The Ramallah Branch

- Given the process of re-structuring, the Ramallah Board decided to re-consider and close the post of Executive Director in, thus terminating Ms. Sawsan Mashni's contract in July 2007.
- Ms. Samah Shalian resigned from her post as Program Coordinator after getting married and moving to live in Jericho.
- Ms. Ropina Eweis Rafidi was appointed as the Finance and Administration Coordinator in mid August 2007.
- Ms. Suzan Za'rour was appointed as Programs Coordinator in mid August 2007.

ORGANIZATIONAL DEVELOPMENT INITIATIVES:

The Council Office which was established in its present form in 2006, conducted many assessment reports in 2006 and 2007, and during year 2007 new systems, manuals, procedures have been put in place. The following has been the major accomplishments of the Council Office:

- Operational Assessment Reports were done for the major departments/activity centers for the Jerusalem branch to help them improve their structures and administrative systems
- The General Staff Rules and Regulations and the new salary scale have been prepared by the Acting Finance Manager with inputs from the General Secretary, lawyer and other relevant staff, and presented to the national council
- The Executive Committee approved the summary of these Rules and Regulations and the salary scale in its meeting of 23/11/2007.
- Special Staff Rules and regulations were also prepared for the Vocational Training Center, and endorsed by the Jerusalem Board.
- An Operations Manual is under preparation.
- The staffing structure for the Jerusalem Branch was refined in May 2007



RENOVATIONS AND UPGRADING OF FACILITIES:

During this year 2007 the renovations at the YWCA building in Jerusalem continued throughout the year. The main construction work and renovation took place in the ground floor, and mainly the kitchen, to accommodate the health standards requirements of the Israeli Municipality in Jerusalem. The renovations in this floor were completed by the end of the year and included the terrace, dining room, meeting and multifunction halls, administration offices and public bathrooms. Lots of maintenance work and upgrading were necessitated by the fact that the building did not undergo any major renovation since it was built in 1964. Moreover, the YWCA of Jerusalem has included for the first time the safety and security aspects to the building. For instance the ground floor has been equipped with smoke and heat detectors, and fire and escape doors. Also the public bathroom was renovated in a way to be accessible for people with special needs. In addition, the floor was equipped with entertainment system in the main hall with a large plasma TV and sound surround system.

Furthermore, during this year the YWCA of Jerusalem had to renovate the fourth floor, due to the accidental fire that burned up a big part of the sports center. The YWCA had to act fast and solicit funds from partners and donors to rehabilitate the center and reopen for the members. We also managed to add the safety and security measures to that floor, and upgrade it physically to be one of the leading women's sports centers in East Jerusalem.

(2) WOMEN EDUCATION AND HEALTH PROGRAM

Women will always be the main focus of the YWCA, the young in particular, but women of all ages in general who we strive to serve, empower and work with for a better future.

The Vocational Training Centers:

The Vocational Training Centers (VTCs) in Jerusalem and Ramallah continue to be the main and vital programs of the YWCA, providing alternative educational opportunities and access to more employment prospects for young women in the job market.

All programs offer intensive theoretical and practical one-year trainings that are concluded by on-the-job training experience in local institutions and organizations in an attempt to integrate them in the local job market. Unfortunately, with the deteriorating political and economic situations, the national employment rates have dropped during the last few years from 60% in early 2000, to more than a drastic record of 30% in Gaza and 50% in West Bank in 2007.

In this situation, the YWCA aspires to contribute to job employment for women, although we recognize that this will be a very humble contribution.

More importantly, the YWCA works with women on women leadership training and enhancement of life-skills, so women can play a more active role in civil society when they graduate from the YWCA.

The Vocational Training Center (VTC) in Jerusalem:

Over 6000 skilled young women have graduated from this center over the last 52 years. Initially, and since its establishment in 1956, students from all training over the West Bank and even Gaza came to the YWCA in Jerusalem for training. Now with the imposed closure on Jerusalem by the Israeli occupation, the center caters for the needs of young women from Jerusalem and surrounding villages only. To counter this, new specialties have been added over the years. The school started as a secretarial school, then added home economics, health education, and physiotherapy.

Currently, two main programs are offered:

- 1. Office Management and Secretary.**
- 2. Public Health Care; with two subspecialties in Nutrition and Assistant Physiotherapy.**

In summer 2007, the YWCA carried out a full external evaluation for its Vocational Training Programs in Jerusalem in order to improve its quality and responsiveness to market needs. This evaluation that was performed by an external team of professionals in the field, and was concluded in September 2007. The major recommendations of the evaluation will be incorporated in the 2008 program and beyond to ensure that the VTC improves its competitiveness and standards.

YWCA VOCATIONAL TRAINING



Main developments on the educational level during 2007 were:

» Developing the computer curricula to include Excel, Outlook, Internet and Power Point.

» Adding English Language teaching Aids (CDs) obtained from the British Council.

» Enriching the secretarial duties curricula to include Arabic and practical units.

» Establishing and implementing a set of regulations for the students.

Moreover, there were extensive efforts in seeking accreditation for our Public Health Programs, since we already have accreditation for our Secretary Program from the Palestinian Ministry of Labor. Hopefully we will manage to attain accreditation for all our programs by 2010.

The present "Life skills" class curricula will also be upgraded to include special topics on gender, in an effort to strat up eventually an integrated gender training program.

Furthermore, renovations of the VTC department started towards the end of 2007, to provide the necessary space for a cafeteria and student lounge, two computer labs with internet access and a teachers' resource centre.

The Vocational Training Center in Ramallah

The Vocational Training Center in Ramallah that was established in 2002 to cater for the needs of students in Ramallah and the surrounding area that no longer are able to reach Jerusalem because of the Israeli imposed movement restrictions, continued to offer its "Office Management and Secretary" program to both young women and young men throughout the year.

The year 2007 witnessed more developments in this VTC, with the computer lab updated with 15 new computers, and two teachers hired for Computer and Secretarial Duties courses. New courses included an intensive English Language course and an Arabic language course.

The tables below summarize the number of graduates and students in 2007

Number of graduates (2006-2007)	Jerusalem	Ramallah
Office Management and Secretarial Program	64	62
Health program	18	
Assistant in Physiotherapy	33	
Nutrition	17	
Total	132	62

Number of students enrolled (2007-2008)	Jerusalem	Ramallah
Office Management and Secretarial Program	38	48
Health program	45	
Assistant in Physiotherapy	30	
Total	113	48

- Training and awareness building:

During the year 2007, and as part of the "Women's Health Program" funded by EED, the YWCA of Ramallah and Jericho organized several workshops aimed at raising awareness on issues related to women's health. The YWCA in Ramallah arranged those meetings in Jalazone refugee camp, Rantees and Ein Arie villages in the Ramallah district, with over sixty women benefiting from this project that was carried out in cooperation with the Union of Health Work Committees (UHC). In Jericho, the workshops were organized in Ein Al Sultan refugee camp, Dyouk and Nuweimeh villages in the Jericho area, with about eighty women participating. Topics discussed during the sessions included balanced nutrition, adolescents' health, anemia, menstruation, early marriages, family planning, osteoporosis, breast cancer and self examination of the breast, HIV/AIDS, and personal hygiene.

The Hairdressing training program in Jericho continued in 2007, with a new trainer on board, and eight young women participating. In addition, two training courses in "Microsoft Office" were organized in Jericho during the first quarter of 2007. A proposal for renovating the computer lab in Jericho was submitted to the Australian Representative Office and was approved, and installation of new computers and renovation work was done by the end of the year.

TRAINING AWARENESS PICTURES



Psychological Counseling Project

Aiming to improve the psychological well-being of teachers and students at the YWCA VTC in Ramallah and assisting them in handling the daily stress of life under occupation, this program was initiated in 2006, in cooperation with Y-Global in Norway, funded by FOKUS - Forum for Women and Development in Norway.

During the second year of this project, two training programs were carried out in 2007, one in "Family Counseling" in Ramallah and another in "School Counseling" for teachers at the Jalazone camp center. In addition, regular group counseling sessions were given to nine groups of VTC students and women trained at the Jalazone center. Five students needed individual counseling and were given support for their special cases.

It is quite remarkable the positive effect that this project has had on the students and women we work with, and the YWCA will exert all efforts to continue this project and extend it to Jerusalem VTC and other branches.

PSYCHOLOGICAL COUNSELING PROJECT



(3) WOMEN ECONOMIC EMPOWERMENT

*Women's economic empowerment
continues to be the major strategic
goal of the YWCA
of Palestine.*

Since its establishment, to this day, the YWCA strives to offer opportunities for disadvantaged women, who are mainly heads of households, to learn new skills that will help them generate income or find employment in the job market and be able to provide for their families. The two main programs that the YWCA offers in this field are the "Food Production Project" in Jericho and the "Traditional embroidery" at the Jalazone refugee camp center.

Striving to continue to be relevant, responsive, and able to serve the Palestinian women and local community in the most effective and efficient way, the YWCA of Palestine carried out a full evaluation and market assessment of its Jalazone Refugee Camp Center, as well as its Food Production Project in Jericho during the second half of 2007. During 2007, the YWCA also established the physical structure of a gift shop in its Jerusalem premises, with the aspiration that this gift shop could facilitate central marketing of YWCA products.

Traditional embroideries in Jalazone (dolls and puppets):

This project has carried out the YWCA legacy for over fifty years. Eight young women from the camp are participating in this project, supervised by two trainers. Main products include dolls, puppets and a nativity set all in traditional customs, in addition to book covers, purses, bags and quilts with a traditional touch. This year, a new set of products was added, including shoulder bags, key chains and Christmas tree decorations.

The eight women benefiting from this program joined a training course with Sunbula association in producing the key chains, runners, bags and baby blankets.

Products continue to be displayed and sold through the YWCA gift shop in Jerusalem and Sunbula shops, in addition to crafts exhibitions both locally and internationally.

A Marketing Study will be carried out in early 2008 to help find new channels for marking those products. At the same time a product designer will be hired to improve the existing designs of the products as well as suggest new designs and products.

DOLLS AND PUPPETS IN JALAZONE



Food Production Project- Jericho:

Started in 2001, the Food Production Project in Jericho is a core program that offers employment opportunities for women who are prime supporters of their families. It is one of the major economic empowerment projects of the organization and has been running for the last seven years with the continuous support from "HorYzon International Cooperation of YMCA/YWCA Switzerland."

Through this project, the YWCA strives to increase job opportunities for low-income Palestinian women in the Jericho area, while at the same time, promoting national, healthy and delicious products that provide an alternative to dependency on Israeli products.

In addition to the eight women and two men that are fully employed by this project, five additional women joined the team in May of 2007 through a grant from Canada Fund, received through their Representative Office in Ramallah.

Starting in August, the YWCA contracted Riyadh Consulting and Training, to carry out a full evaluation and market assessment of the project. The evaluation results formed the basis for the development and fundraising plan for the project. The whole plan has been formulated to move this project forward to be more efficient, market driven, and self sustainable in the next few years.

Several additional equipment were purchased through the Canadian grant to enhance processing operations of food or to replace old machines especially for packaging (vacuum machine) and baking of pastries (ovens).

Another shipment of six tons of cuscus was prepared and exported to Italy this year. Moreover, and throughout the year, our products were displayed and sold at several exhibitions that were organized in different locations in the West Bank.

In comparison to 2006, the sales of Jericho products have increased by 18 % in 2007.



Olive Oil Soap Production:

The olive oil soap production continued upon demand in both Jericho and Jalazone in 2007. Embroidered little bags were produced in Jalazone to place the soap in and make it a special gift from Palestine. This has been one of the most popular items sold in our gift shop in Jerusalem for international visitors.

(4) SOCIAL, CULTURAL AND SPORTS PROGRAMS



To provide space for women in Jericho to do some aerobics and exercise, the YWCA in Jericho started this Fitness program in 2007. Fifteen women are currently participating in this training, in addition to attending a nutrition program to help them maintain a healthy and nutritious diet.

The health center LilacY in Jerusalem was almost totally burned in early February due to an electrical problem, and was fully renovated and refurnished by June 2007. It reopened its door to its members and resumed the classes and different activities, from the ballet, to aerobics, dabkeh, modern dancing, and others. Given this long period of closure, the number of participants and income from this center declined more than 50% during 2007, affecting the YWCA's general income drastically. Despite this, the YWCA takes pride in this unique center which is the only women sports and health center in East Jerusalem.

The musical dance performance "Ihna Hon" or "We Are Here" that was presented last year by the modern dance group continued this piece throughout the year, completing ten performances. This group, developed a special piece on the Palestinian suffering under occupation and presented it in Amman-Jordan, as part of the International Peace Conference organized by the World Council of Churches in June of 2007. The participants in the conference commented on this very expressive and meaningful piece that drew a vivid picture of the Palestinian daily

suffering and struggle for freedom.

Moreover, this group represented Palestine in a "Modern Dance Workshop" that was organized in Italy in August, with the participation of groups from four other countries.

YWCA members in all branches were active this year with special events and activities, especially on traditional occasions and holidays. The YWCA global breakfast was celebrated in all branches with members and friends of the association, and donations were gathered for the Global Campaign.

As usual, the Santa Barbara day was acknowledged and celebrated. In Jerusalem more than a hundred members attended the Christmas bazaar that was held in this occasion and had the chance to see and enjoy the renovated premises especially the kitchen, restaurant and lobby area. Seventy accompanying children enjoyed their own activities, by creating fun Christmas decorations and celebrating the season.

A dinner party, complete with music and games was organized for members and their families on December 15, in Jerusalem. Over a hundred attendants enjoyed a special dinner in the nicely decorated and newly renovated hall, and the new kitchen was inaugurated for the members, and served the Christmas dinner for the attendees.

SOCIAL CULTURAL & SPORTS ACTIVITIES



(5) CHILDREN AND YOUTH PROGRAMS

*Children and youth
are our future and our hope.*

*Those young girls
are tomorrow's mothers,
and the future members
who will carry the torch
of this movement forward.*

Preschools in Refugee Camps:

The YWCA continues to provide a safe and nurturing environment for children to play, learn and grow at its preschools in the two refugee camps centers in Jalazone and Aqabet Jaber.

One hundred children aged 3-5 are enrolled in the Jalazone Preschool for this year 2007-2008, and eighty in Aqabet Jaber.

In February, our teachers participated in a story telling training course to enrich their skills. Throughout the year, different activities and special events were arranged in both preschools. In addition to open days, parties and regular checkups, this year the children enjoyed theater play performances, field trips to different cities in the West Bank for the children and their mothers and to the zoo, and participated in a drawing competition organized by the Directorate of Education in Jericho. We strive to create a source of joy and fun for those children, who are deprived from their normal childhood due to the deteriorating situation.

PRESCHOOLS IN REFUGEE CAMPS



Summer Camps

A usual part of youth and children activities at the YWCA, summer camps were organized in 2007 in Jerusalem, Jericho and the Jalazone refugee camp.

In Jericho, sixty children both girls and boys, aged 6-13 participated in the summer camp that was held in July. In addition to the regular activities like swimming, painting, and handcrafts, and sports the program included awareness raising sessions, especially on the issue of volunteerism. The participants volunteered to clean some of the streets in Jericho to show commitment to keeping their city clean. Some of the obstacles noted is the limited space available in Jericho for such activities and the severe hot weather during the month of July, which hinders many outside activities.

In Jerusalem, fifty five children aged 6-13 joined the summer camp from mid June to end of July. The participants were introduced to the different types of dance; ballet, modern, hip-hop in addition to the regular arts and crafts classes. Weekly trips were organized to several historic and touristic locations around the country.

Another summer camp was organized this year in cooperation with the Municipality of Nazareth, where the participants spent four days in the Galilee area, exploring and hiking in this beautiful part of the country.

At the Jalazone refugee camp, the summer camp at the YWCA is the exciting event of the year. It's the girls' gate to education and entertainment outside the walls of the camp. This year, seventy girls aged 13-17 participated in the summer camp that focused on educational trips, mainly to Palestinian factories and different industries, where the participants watched and learned how products are processed on different production lines. As usual, fun activities and arts and crafts programs were organized for the girls, including trips for swimming and other entertainment purposes.

Youth As Builders

This vibrant program for youth that was funded by the Ford Foundation and managed by Save the Children through "Naseej" continued this year, with support from other donors like YWCA of Sweden and the Pontifical Mission. During the first quarter of 2007, the main activities revolved around documenting this experience in different creative ways.

SUMMER CAMPS



In Jericho, 40 youth participated in the activities for 2007, with fifteen sessions held to discuss issues related to youth. The experience of Naseej was documented by the participants through a CD and a poster /calendar. A closing ceremony was organized with a drama show that was prepared during drama sessions. The ceremony was attended by Dr. Saeb Erikat – Head of Palestinian Negotiating Team, the Mayor of Jericho, parents of the participants, in addition to YWCA members and local community representatives.

In Jerusalem, 50 youth members continued to join this program and attended 160 hours of awareness sessions, drama and life skills training. They had five educational tours both inside the old city of Jerusalem and surroundings and in destroyed villages and the Jericho area. They also produced a 30 minute drama show about social phenomenon. They documented their experience in a documentary film and a documentation of the drama show in addition to printing a special logo for the YWCA youth.

In Ramallah, a total of 70 youth aged 13-17 formed the new youth groups for this year in five locations; Jalazone camp, Birzeit, Ain Arik, Tayben, Aboud and Ramallah city. Each group was trained in group building and leadership, and communication skills. In addition, historic tours and trips were organized for the youth to explore the richness of history and culture of their land.

Karate training was started at Jalazone center with 25 girls from the camp. This unique program proved to be a real success, despite the fact that the community did not perceive it as appropriate for girls at first. Enthusiastic young participants diligently attended the sessions, learning self defense and nurturing their self esteem and personalities. This training has both empowered the youth themselves, and changed the community's perception on gender roles. In Birzeit, the youth continued to train and perform their Palestinian traditional dance (Dabkeh) throughout the year.

NASEEJ



(6) ADVOCACY

An essential and integral part of its mission, the YWCA of Palestine exerts all efforts to advocate for human rights as well as Peace and Justice in Palestine.

With the constantly deteriorating situation, the Council office continued to issue Action Alerts and appeals, encouraging the world movements to act actively in exerting pressure on decision makers and governments to end of the Israeli occupation, and to educate their members and constituencies on the root causes of the conflict.

The Joint Advocacy Initiative (JAI) remains the main advocacy project, run jointly by the East Jerusalem YMCA and the YWCA of Palestine. A full separate annual report is prepared for the JAI, but we here highlight the most important developments, progress and activities carried out in 2007.

- JAI External Evaluation

Having finished phase 1 of this project (2004-2006), the steering committee along with the donors decided to carry out an external evaluation for the JAI. The process started in November of 2007 to assess the progress of this project that was launched in 2001, and explored the most effective way forward.

The evaluation was conducted by Ms. Adri Nieuwhof of Samora consultancy and Mr. Amer Madi, a Palestinian development expert.

The process included brain storming and SWOT analysis with the JAI team, and individual interviews with the staff and the members of the Steering Committee. The evaluating team interviewed also pervious JAI staff and other YMCA/YWCA staff who are involved in the JAI activities and events.

Two focus groups were formed, and included members from the main JAI networks, such as OPGAI, the NCCOP, beneficiaries including local farmers,

members of the advocacy youth group, some of the JAI staff and international volunteers. The focus groups were followed by in-depth interviews with each of the participants.

A final Evaluation Report was presented by the consultants in December 2007, and included the summary of their findings and recommendations on how to carry this project forward.

- The Olive Tree Campaign:

Through the Olive Tree Campaign, the JAI managed to plant 7430 sponsored Olive Trees in 2007, in places where they have been uprooted, or in fields threatened with land confiscation.

This planting covered different districts in the occupied Palestinian territories in the West Bank, in addition to the Northern District of the Gaza Strip.

Moreover, since the year 2007 marked 40 years of Israeli Military Occupation of Palestine, the JAI prepared an appeal to commemorate this occasion with planting 14,609 olive trees, to mark every day of those 40 years of occupation.

The appeal was well received and the sponsored trees exceeded the number which was called for! So far more than 7900 trees are sponsored by more than 1275 sponsors from Japan, Denmark, UK, USA, Norway, Sweden, Switzerland, France, The Netherlands and others. In Addition to more than 7000 olive trees sponsored through Trocaire Ireland.

THE OLIVE TREE CAMPAIGN



- Advocacy Programs and trips:

During 2007, the JAI staff and volunteers participated in several events on the international level, some of which are:

1. The Global Week organized by the YMCA-YWCA of Norway, and the TT- Festival that focused on promoting the Olive tree campaign.
2. The international youth festival camp in Denmark called "Ung Uge", organized by the YMCA-YWCA of Denmark.
3. The "Education for Peace" Seminar in Spain, organized by the YMCA of Spain.
4. The Winchester exchange program
5. A three-day conference held in Agros, Cyprus, entitled "Towards building a unified strategy of the Palestinian civil society and overcoming the state of division", was attended by the Acting Project Manager Mr. Adnan Ateyah.

On the other hand the JAI received an enormous number of international individuals and delegations. These delegations came to Palestine through our advocacy and witness trips such as:

1. The Journey for Justice Program that took place between

the 14th and the 22nd of October, with over twenty young leaders, from the YMCA and YWCA movements of Denmark, Norway, Spain, Brazil, Sweden, South Africa, and Armenia. They worked their way through a challenging program side by side with twenty Palestinian youth, experiencing life under occupation, first hand.

2. The Olive Picking Program, which is organized jointly with the Alternative Tourism Group (ATG) took place between the 21st of October and 30th of October 2007. Thirty six participants from various countries including the United States, Great Britain, The Netherlands, Japan, Belgium, Sweden, Canada and Switzerland, joined this program.

Through the GoCy exchange program, this year we have received volunteers from Norway and South Africa who will stay with us for about eight months. Another volunteer came from Sweden through an internship program, to serve at the JAI desk. Several visitors, and representatives from international organizations visited the JAI during the year, to learn more about our work and explore future cooperation and partnerships.

- Publications

- A booklet entitled "Towards Palestine – What you need to know" was printed in January with 1000 copies, and sent to main partners and friends.
- 2000 copies of the research entitled "Attitude of Palestinian Youth towards Non-Violent Struggle", that was carried out in 2006, were printed and sent out in January 2007 to local and international partners and friends.
- The Olive Tree Calendar for 2008 was prepared and two thousand copies were printed in both languages English and Arabic. It included various Christian, Muslim, Palestinian and international holidays, memorials and events, as well as the JAI, the East Jerusalem YMCA and the YWCA of Palestine special annual events. The Calendar was distributed to partners, donors, and friends of the JAI both locally and internationally.
- The JAI Magazine Issue no. 1 volume 2 entitled "Palestine Where To?" was produced in September, and discussed the Palestinian unity government, with analysis and the proposed consequences of the Gaza crisis, from various perspective and sides. One thousand copies were printed and sent to main partners, friends, networks members, visiting groups and delegations.

- Advocacy training:

As part of the JAI staff capacity building, Adnan Ateyah attended the forth module training course that was organized by Dan Church Aid in Jericho between the 26th and 30th of November. The training program addressed techniques of networking, coalition and alliances building and administration. Adnan later shared what he learned in this training with the JAI staff.

Additionally, the DCA representative Dr. Fadia Daibes Murad volunteered to facilitate a Strategic Planning workshop on 20/11 to the JAI staff and volunteers.



(7) NETWORKING AND PARTERSHIPS

*Deeply believing that together
we can make a difference,
striving to cooperate rather
than duplicate, the YWCA of
Palestine prides itself in the
networks it has been an active
part of, working together, hand
in hand for a better future.*

The Middle East Regional Meeting in Amman in April 2007

Between 16-18 February, four representatives from the YWCA of Palestine, including the National President and National General Secretary, joined the YWCAs of Egypt, Lebanon and Jordan in a Regional Meeting in Amman Jordan, in preparation for the World Council Meeting in Nairobi, Kenya.

The four associations in the region agreed to prepare a joint presentation for one of the workshops in Nairobi, to highlight the implications of Violence on Women. The different dimensions and root causes of violence were discussed and presented in this workshop, which was one of the most successful workshops convened in the World Council Meeting in Nairobi.

Ms. Helene Yinda, the Program Director for Africa and Middle East attended this workshop, and helped organize a special session on succession planning for all the associations in the region

The World YWCA – World Council Meeting

We are proud to be part of such a reputable, deeply rooted and widely spread global network of women leading change. As the YWCA of Palestine we are affiliated to the Word YWCA with Head Office in Geneva.

July of 2007 witnessed the 25th Extraordinary Council Meeting and the 26th Council Meeting in Nairobi- Kenya, with over 2000 women attending.

Six delegates and one youth observer, represented the YWCA of Palestine in this special event, lead by Ms. Hanadi Younan as National President and Ms. Mira Rizek as National General Secretary. This meeting, which was titled ***"Changing Lives - Changing Communities"***, was attended by over one hundred YWCA associations from all over the world, in addition to representatives from UN, PVO's, NGOs, development experts and renowned speakers.

In addition to the regular World Council Meeting, this meeting included three major events; the pre-council, highlighting The Young Women's Leadership Forum, the extraordinary World Council Meeting, which witnessed the affiliation of seven new association to the World Movement, and the International Women's Summit on Women's Leadership and HIV/AIDS.

During this meeting, the delegations voted on the amendment of the YWCA Constitution, the elections of the new World Board, the World President and six new Vice Presidents. Ms. Susan Margaret Brennan from Australia was elected as the new World President, and the World YWCA associations also welcomed on board the new General Secretary Ms. Nyaradzai Gumbonzvanda from Zimbabwe.

The YWCA witnessed two highlights in this meeting. First, Ms. Arda Aghazarian from Palestine has been elected as the Youth Representative of the Middle East region to serve on the new World Board for the period 2007-2011. Ms. Reem Najjar from the YWCA of Jordan was re-elected as one of the Vice Presidents for a second term.

The YWCA congratulates both candidates, and takes pride that the region is becoming more active in the global leadership of the organization.

The second major achievements of this meeting for the Palestinian delegation was the celebration of the endorsement of a joint Resolution between the YWCA of Palestine and the YWCA of the USA, titled:

"Dignity, Human Security and Economic Stability of People in the Middle East"

which received almost unanimous votes from the plenary. With this resolution, the World Office and YWCA's around the world renewed its commitment to women and children in the Middle East, and called for a just Peace solution for the region. Moreover, it urged its members to continue to educate its membership and women on the situation in the Middle East.

WORLD YWCA COUNCIL MEETING



The National Coalition of Christian Organizations in Palestine (NCCOP)

Originally, two networks of Christian organizations, one in Jerusalem and one in Bethlehem, now all joined forces and established a coalition, which is a major accomplishment for Christian organizations in Palestine. The YWCA is one of thirty seven Christian organizations from Jerusalem, Bethlehem and Ramallah areas that form this coalition.

On Sunday June 3rd, the Christian organizations together with the Church Leaders organized an ecumenical service to commemorate 40 years of occupation, and launch the International Church Action for Peace in Palestine and Israel, an advocacy initiative convened by the World Council of Churches, for a week of activities from 3-9 June, with the message of "End 40 years of occupation. Negotiate a Just Peace Now"

As part of the new formed coalition, the YWCA participated in the International Peace Conference organized by the World Council of Churches in June of 2007, with a presentation on Palestinian Christians, panel discussion and a special symbolic dance performance by its modern dance group.

The Middle East Association for Training and Retreat Centers (MEATRC)

The YWCA continued to be an active member of this network that embraces 24 Christian organizations in Lebanon, Syria, Egypt, Palestine and Cyprus. Both Rana Qumsiyeh and Sana Khsheiboun attended the annual meeting and training that was held in Amman-Jordan.

The training this year was under the theme

"Dialogue for Peaceful Change"

with prominent speakers from Egypt and Lebanon.

This year, with an application from the YWCA of Palestine, its status was changed to a full member rather than an associate member, with the full rights to vote and be nominated for joining the Executive Committee.



Joining Hands for Justice in Palestine (JHJP)

The YWCA continues to be a member of this network that is part of the "Joining Hands Against Hunger" program of the Presbyterian Church in the USA. During the year 2007 the six organizations in this network worked together on different core and strategic activities to address the ramifications of the isolation imposed on the Palestinian people.

NETWORKING



(8) REPRESENTATION AND VISITORS



Representations:

FOKUS Conference in Thailand:

In January, both the National General Secretary Ms. Mira Rizek and the Executive Director for Jerusalem Ms. Fadia Salfiti participated in the conference titled "Asian Women fighting Exploitation, Creating a Culture of Peace", in Chiang Mai, Thailand. This conference, that brought together 30 diverse women organizations in Asia, was organized by Fokus; Forum for Women and Development in Norway. A special presentation was delivered by the delegates on the situation and how it is affecting women, and the YWCA's role in women's empowerment.

Seminar by Union of Education in Oslo:

The President of the YWCA in Jericho, Mrs. Vera Pano, participated in a seminar titled "The impact of the situation on the Palestinian woman" organized by the Union of Education in Oslo-Norway. Vera represented the YWCA of Palestine as part of the Palestinian delegation that was comprised of seven persons.

Partners' Meeting in Sweden:

From 15/3 to 23/3/2007, the General Secretary Ms. Mira Rizek together with the Executive Director of the Ramallah YWCA, Ms. Sawsan Mashni attended the partner meeting of the YMCA/YWCA of Sweden, and together agreed on the partnership strategy for the next few years. During this visit, the delegation visited many of eh branches in Sweden, met with different groups, and finally the Swedish radio station hosted the General Secretary for an interview on women living under Israeli occupation in Palestine.

YWCA of Palestine- Partner Meeting:

The National Council Office of the YWCA of Palestine organized its partner/donor meeting at the YWCA of Jerusalem Branch on May 3rd, 2007. Participants included international and local partners and donors like the EED, Bread for the World, Christian Aid, ICCO, UNDP, Oxfam Quebec, Italian Cooperation, Welfare Association including the YM-YW of Sweden and Norway. The program included a presentation of the YWCA 2006 achievements in addition to challenges and future prospects of the YWCA of Palestine. Several discussions took place during the meeting especially on possibilities of future funding of new programs directed towards Palestinian communities especially women's empowerment. A buffet lunch followed the meeting at the newly renovated terrace at the YWCA of Jerusalem Branch.

International Peace Conference in Amman:

The General Secretary and the National Program Coordinator joined the NCCOP in the International Peace Conference organized by the World Council of Churches in Amman Jordan from 18 to 21 June, 2007. A presentation was given on the situation of Palestinian Christians, followed by a panel discussion and a special symbolic dance performance by the YWCA's modern dance group.

Global Week and TT Festival in Norway:

Two young women; Renad Ayed from Birzeit and Sandra Nowaiser from Jericho, joined youth from all over the world in this Global Week and TT-Festival organized in Norway from 21 June to 1 July 2007. They gave a power-point presentation on the situation for youth in Palestine and the programs and activities that the YWCA of Palestine organized for youth to raise their awareness and empower them to be active members of their communities.

Bread for the World- Partner Meeting in Amman:

Mira Rizek, Rana Qumsiyeh and May Amireh, the new Supervisor of the Vocational Training Center in Jerusalem, attended the partner meeting for BftW that was organized in November, in Amman –Jordan for all its partners. Special training on HIV/AIDS was offered to all participants.

Naseej Regional Conference in Jordan:

Nazar Halteh, the Executive Director of the YWCA in Jericho, represented the association at the Naseej Regional conference held in Jordan from 3-5 December, 2007. The meetings included discussions of the different experiences

of this project that is funded by Ford Foundation and managed by Save the Children, and preparations for Phase 2; a continuation of the project.

Christian Aid Partner Meeting in Amman

The General Secretary, Ms. Mira Rizek represented the YWCA of Palestine in the partner meeting held in mid December in Amman. All CA partners were called on to input in its strategic plan for the next 5 years, which formed the basis for the future partnerships.

Special Visitors:

1. **5/3 – 7/3/07** Ms. Angela Elmiger from HorYzon visited the YWCA of Palestine to follow up on HorYzon project.
2. **17/4/2007** – Friends of Birzeit, a delegation of twelve, visited the YWCA of Palestine, met with the General Secretary Ms. Mira Rizek and were given a presentation on the work and activities of the YWCA of Palestine.
3. **30/4/2007** Lott Trongen and Anna Magnusson from the YWCA/YMCA Sweden visited the YWCA of Palestine and its branches to follow up on the projects that are funded by Sweden.

4. **8/5/2008** – Ms. Sharon Bettinelli, the Executive Director of the YWCA of Berkeley/Oakland, together with the Executive Director of the YWCA of Tucson, Ms. Janet Marcotte, and another board member, visited the YWCA of Palestine and met with the General Secretary and the National Program Coordinator. They were briefed about the YWCA and its activities and the situation in Palestine in general and how it is affecting our work. They also discussed the upcoming World Council Meeting in Nairobi and the proposed resolution regarding the Middle East.
5. **10/10/2007** – The National President of the YWCA of Sri Lanka, Ms. Indraneela Fernando visited the YWCA of Palestine and met with the General Secretary and some of the YWCA Staff members, was introduced to the programs and challenges of the YWCA of Palestine.



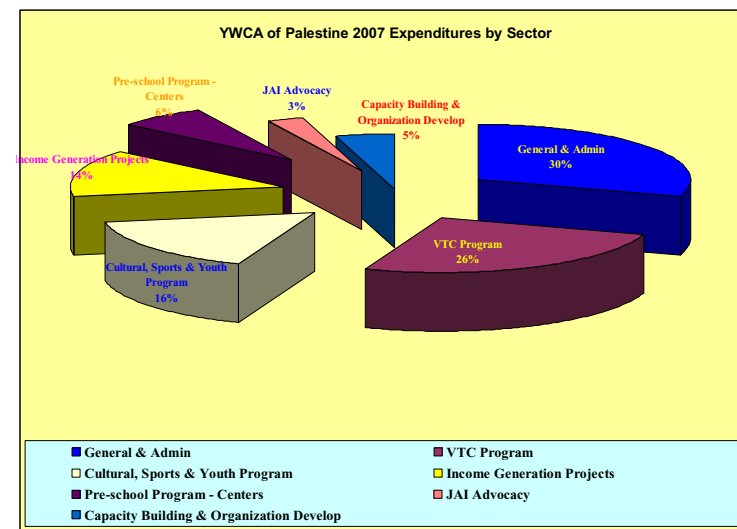
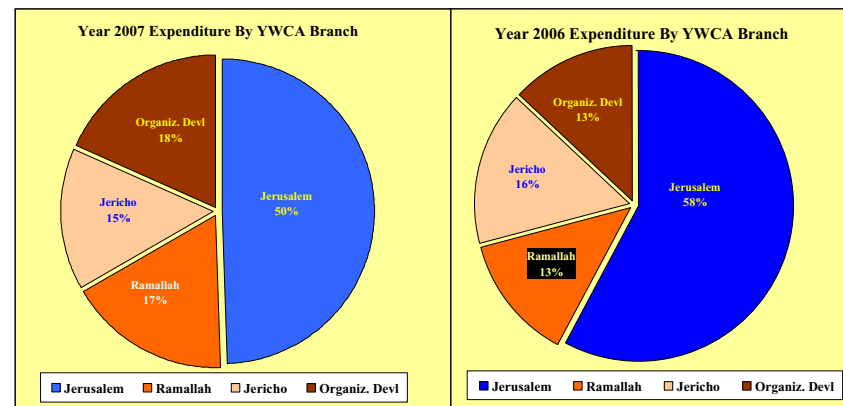
6. **11/10/2007** - A group of women from the Presbyterian Church in the USA lead by Rev. Liz Knott, who is a dear and old friend of the YWCA of Palestine, visited the YWCA and also met with the General Secretary and Rana Qumsiyeh the National Program Coordinator, and learned more about the situation in Palestine and the work of the YWCA.
7. **13/10/2007** – Ms. Ingrid Opdal from the Norwegian Teachers Union together with delegation from Palestine Committee in Norway visited the YWCA of Palestine and met with Ms. Mira Rizek and council staff and had lunch at the YWCA restaurant.
8. **19/10/2007** - A group of 45 people participating in the Sabeel conference visited the YWCA of Palestine and met with Mira Rizek, who talked to them about her personal experience and daily life under the occupation.
9. **23/10/2007** – The President of the YWCA of Japan Ms. Mayako Ishii, along with the former president Ms. Mihoko Ejri and Ms. Mari Sasebe who is a member of the Osaka YWCA, and two other representatives from

the Japanese embassy visited the YWCA of Palestine offices in Jerusalem. They met with the National General Secretary and the National President and also visited the YWCA of Ramallah and met with the Staff and some of the board members and learned about the different YWCA activities and programs.

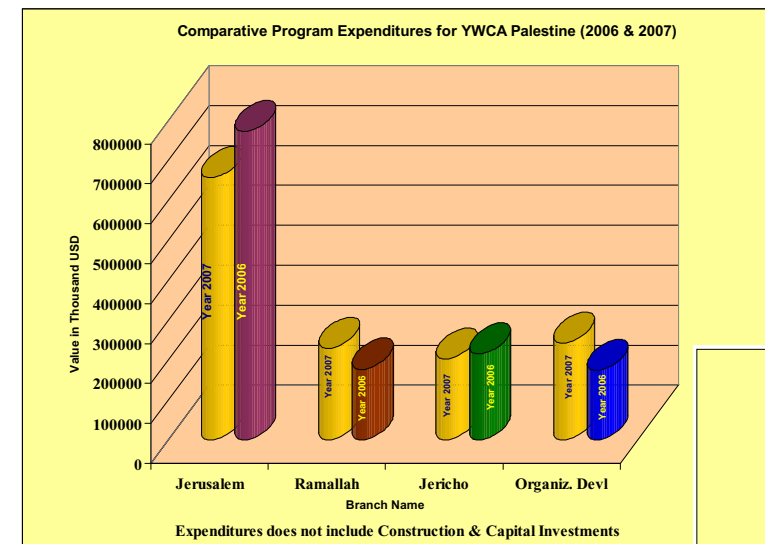
10. **25/10/2007** - The YWCA of Palestine hosted the JAI- Olive Picking Program participants for lunch and a presentation about the YWCA of Palestine.
11. **5/11/2007** – The "Peace for Life" group, about 35 persons, visited the YWCA of Palestine, they had lunch at newly renovated restaurant in Jerusalem, and were given a briefing by Ms. Mira Rizek about the YWCA of Palestine
12. **6/11/2007** – Ms. Kjersti Lindoe and Ms. Ellen Robiero from Y Global in Norway visited the YWCA of Palestine, they met with the General Secretary and discussed the different projects funded by Norway, then later had field visits to the different YWCA branches.

(9) FINANCIAL HIGHLIGHTS OF 2007

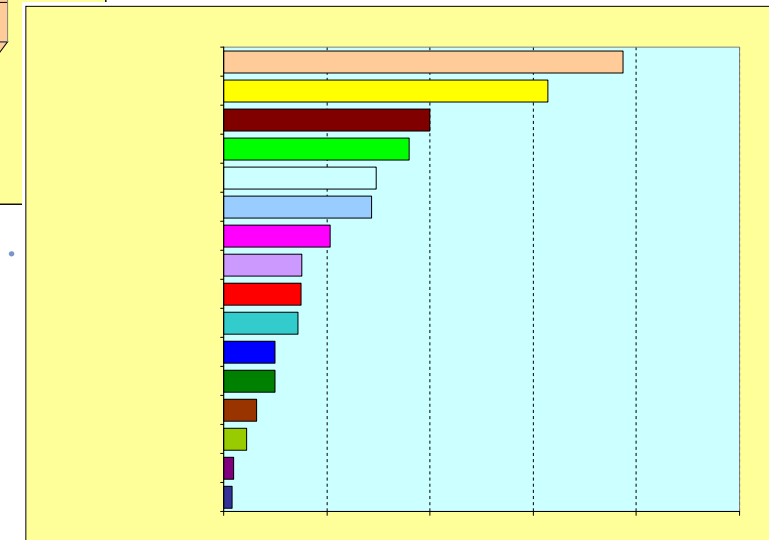
Comparative 2007 expenditures for the YWCA by Branch and Sector



DONOR FUNDS RECEIVED DURING 2007



COMPARITIVE PROGRAM EXPENDITURES FOR YWCA PALESTINE (2006-2007)



(10) CHALLENGES FACED IN 2007



1- The Deterioration of the Political and Economic Situation in Palestine

continues to be the major obstacle in terms of the advancement of the YWCA and implementation of its mandate. Movement restrictions hinder us from communicating and connecting face to face as often as needed and thus limit the potential for creating a fast learning organization. The increased unemployment and poverty is also leading to the fact that many of our beneficiaries are not able to and actually are not paying the full dues for the services delivered, thus increasing the financial burden on the YWCA and the need for subsidizing the cost of services.

2- The Organizational Structure of the YWCA of Palestine

continues to pose a real challenge. The relationship between the voluntary structure and the executive structure or staff continues to be a point of tension. The real question is whether the YWCA is intending to strengthen its voluntary base and expand its mandate, or build a strong executive structure that is authorized and enhanced, or both. Finding the point of equilibrium has not been easy.

Also, given the limited resources of the organization, the proposed structures is not yet fully implemented, which continues to pause extensive pressure on the existing staff to carry out all the necessary tasks, on top of their already demanding jobs.

3- Sustaining the Operating Costs of the Organization:

As we try to build a more professional organization, the YWCA is obliged to recruit professional staff. Given the competitive job market, deterioration in dollar value and the kind of technical expertise desired, in addition to compliance with the tax requirements, the cost of operation of the organization is increasing drastically. On the other hand, the investment level in programs is not picking up at the same rate, thus causing a serious distortion in terms of the percentage of administration costs in relation to the total budget.

4- Government/NGO Relations:

In the West Bank, the Palestinian National Authority continues to be weak and de-funded, thus increasing the responsibility on the NGO sector in general. Yet, the NGO sector is not getting much support from the government in lieu of these services. Many donors are also not interested in continuing to finance the NGO sector to deliver basic services which are the main responsibility of the government. This social responsibility of the NGO sector is not coupled with the resources. The YWCA like all other NGOs continues to suffer when it comes to identifying new resources for supporting its programs.

CHALLENGES



(11) LOOKING AHEAD -PLANS FOR 2008 AND BEYOND



In the coming few years, we hope to accomplish the following:

- 1-** Sustain and expand our Jerusalem branch mainly through reviving income generation, and improving the potential for raising internal revenues and becoming more self-sufficient.
- 2-** Expand the VTC to include new market-driven specialties.
- 3-** Create the Children Center and offer quality educational and recreational space and facilities for as many children in East Jerusalem as possible.
- 4-** Start up the construction of the new building in Ramallah, to create more space for the Vocational Training Center and accommodate the increasing number of applicants and add more specializations.
- 5-** Solicit funding for the construction in Jericho, to create more space for all our activities, especially the Food Production Project.
- 6-** Improve the whole economic empowerment sector at the YWCA, and improve the internal management capacity of the organization to manage such income generating activities.
- 7-** Expand to different locations in the West Bank and inside Israel, reach out to more Christian communities.
- 8-** Reach out to more donors, create more friends and partners, network with more movements, especially in North America.

LOOKING AHEAD



YWCA DONORS' LIST FOR 2007

DONOR ORGANIZATION
1. AUSTRALIAN REPRESENTATIVE OFFICE
2. BELGIAN TECHNICAL COOPERATION (BTC)
3. BREAD FOR THE WORLD (BftW)
4. CHRISTIAN AID
5. CHURCH OF SCOTLAND
6. CHURCH OF SWEDEN
7. CORDAID
8. EED / CHURCH DEVELOPMENT SERVICE
9. FOKUS / FORUM FOR WOMEN AND DEVELOPMENT
10. HORYZON / INTERNATIONAL COOPERATION OF YMCA/YWCA SWITZERLAND
11. ICCO- INTERCHURCH ORGANIZATION FOR DEVELOPMENT
12. OPEC (THROUGH THE ARAB FUND FOR SOCIAL & ECONOMIC DEVELOPMENT)

YWCA PROGRAMS FUNDED THROUGH THIS DONOR	DONOR ORGANIZATION
VTC SCHOLARSHIP FUND	13. OXFAM-QUEBEC
JERUSALEM KITCHEN EQUIPMENT	14. PONTIFICAL MISSION FOR PALESTINE
VTC – SECRETARIAL PROGRAM	15. PRESBYTERIAN CHURCH
CORE FUND AND JAI	16. SAVE THE CHILDREN – NASEEJ
YWCA OF JERUSALEM	17. UNDP
OLIVE TREE CAMPAIGN	18. UNION OF EDUCATION – NORWAY
JAI	19. GLOBAL MINISTRIES OF THE CHRISTIAN CHURCH (DISCIPLES OF CHRIST) AND UNITED CHURCH OF CHRIST
VTC- HEALTH, & WOMEN'S HEALTH PROGRAM (OUTREACH IN BRANCHES)	20. UNITED METHODIST CHURCH – GENERAL BOARD OF GLOBAL MINISTRIES
PSYCHOLOGICAL COUNSELING FOR WOMEN – RAMALLAH	21. WORLD YWCA
FOOD PRODUCTION – JERICHO AND THE JAI	22. Y- GLOBAL (NORWAY)
CORE FUND AND JAI	23. YWCA OF JAPAN
SUPPORT TO RENOVATIONS AND CORE FUND - JERUSALEM	24. YMCA/YWCA OF SWEDEN

YWCA PROGRAMS FUNDED THROUGH THIS DONOR
ECONOMIC EMPOWERMENT SECTOR
YOUTH ACTIVITIES/ SUMMER CAMPS/ FITNESS MACHINES (JERICHO)
ECONOMIC EMPOWERMENT
YOUTH ACTIVITIES – NATIONAL
CULTURAL ACTIVITIES – DABKEH GROUP
VTC JERUSALEM AND CATERING TRAINING
VTC SUPPORT
MULTIFUNCTIONAL CENTERS IN REFUGEE CAMPS - VTC SCHOLARSHIP FUND – JERUSALEM]
REGIONAL AND WORLD MEETING ASSISTANCE FUNDS
CORE FUND JERUSALEM YWCA AND KITCHEN RENOVATION
OLIVE TREE CAMPAIGN - WOMEN AND CHILDREN ACTIVITIES
YOUTH AND CHILDREN PROGRAMS IN JERUSALEM AND RAMALLAH

The YWCA of Palestine

MEMBERS OF THE BOARDS

EXECUTIVE COMMITTEE OF THE NATIONAL COUNCIL	
HANADI SOUDAH - YOUNAN	NATIONAL PRESIDENT
SUAD SIFRI	NATIONAL VICE PRESIDENT
MIRA D. RIZEK	NATIONAL GENERAL SECRETARY
SUAD YOUNAN	JERUSALEM / PRESIDENT
Wafa' KHOURY	JERUSALEM
SANDRINE AMER	JERUSALEM
HAIFA BARAMKI	RAMALLAH / PRESIDENT
JOUMANA TOUBASSI	RAMALLAH
VERA PANO	JERICO
VERA MUSTAKLEM	JERICO / PRESIDENT

JERUSALEM BOARD MEMBERS	
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SANA' SIFRI	VICE PRESIDENT
HALA SALEM	TREASURER
SANDRINE AMER	SECRETARY
ROSE NABER	MEMBER
Wafa' KHOURY	MEMBER
IRENE EL YOUSEF	MEMBER

RAMALLAH BOARD MEMBERS	
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MAHA SHIHADAH	VICE PRESIDENT
ELLEN MAY'YAH	TREASURER
RULA IZZ	SECRETARY
JUMANA TOBASSI	MEMBER
JUMANA HANANIA	MEMBER
GHADA RABAH	MEMBER

JERICO BOARD MEMBERS	
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RITA JAHSHAN	VICE PRESIDENT
MAI TOUBEH	TREASURER
NORMA MAJROUH	SECRETARY
IRMA DARWISH	MEMBER
VERA MUSTAKLEM	MEMBER
MARY MUSTALHA	MEMBER

The YWCA of Palestine

MEMBERS OF THE BOARDS