

STRATEGY AND PROGRAM PLAN 2016-2020



Strategy and Programme Plan (2016-2020)

December 2015

The Danish House in Palestine
Dar Ibrahim Street, 31
P.O. Box 553
Ramallah Old City
Occupied Palestinian Territory
Telephone and fax: +970 2 298 8457
Mail: info@dhip.ps

TABLE OF CONTENT

Introduction

- The Danish House in Palestine

- The Board

- Scope and Purpose

- Strategy Development Process

The External Environment

DHIP priorities based on the analysis

Organizational Direction

- Vision

- Mission

- Values

- Target

- Adopted Strategies

Objectives for the coming five years

Monitoring, Evaluation and Learning

Risk analysis

Input - Budget

Annexes

Annex 1: Internal Environment Analysis, Projects and Resources

Annex 2: Results Framework (2016-2020)

Annex 3: Action Plan (2016)

INTRODUCTION

THE DANISH HOUSE IN PALESTINE (DHIP)

The Danish House in Palestine (DHIP) is an independent non-governmental organization based in Ramallah in the occupied West Bank. DHIP is guided by its Board and support Association as well as its yearly General Assembly in Denmark and an Advisory Committee in Palestine. A civil society initiative by a group of Danish friends of Palestine, it started as an inspirational platform for creative projects aiming at linking Danes and Palestinians and seeking to challenge and break stereotypes amongst both people. DHIP was established in 2010 after being registered as an international NGO with the Palestinian Authority. Today, DHIP has grown in scale and is acting as an integrated local cultural organization, managing a multifaceted programme with focus on culture, cultural heritage, media and primarily funded by the Danish Government.

The Board

The Board of DHIP consists of seven members, five members are Danish and elected by the General Assembly in Denmark and two members are Palestinians and appointed by the Advisory Committee in Palestine and elected by the General Assembly. The Board, including the Director of DHIP, is conducting meetings four times a year, one time in Ramallah, one time in Denmark and two times via distance conference call. However, additional meetings can be conducted based upon the requirement of a minimum of two board members or the Auditor.

Scope and Purpose

This strategic document (2016-2020) represents the basis for DHIP's work, as well as promotes areas of interests and mobilization of resources towards DHIP strategic priorities. It is based upon relevant strategies such as the Palestinian National Plan and the Danish Transitional Strategy as well as lessons learned, best practice and recommendations and input from stakeholders. This document will inform Palestinian and Danish partners and supporters on what we seek to achieve in the future and why as well as how we plan to accomplish our achievements. In other words, it determines areas of our work over the coming five years.

Strategy Development Process

The development of this strategic document was based on a review of key documents including DHIP literature and previous strategies, as well as relevant national development plans. In addition, several meetings were held with the former DHIP director and staff, the Danish Representative Office, as well as potential partners and beneficiaries to assess their relevance, interests and share knowledge in the areas of culture, cultural heritage and media in Palestine. The meetings included Palestinian and international organizations, networks and officials.

At a regional journalism conference in Jordan, the Media Consultant met with leading Palestinian media professionals and experts as well as main Danish actors in the area of media development in the Middle East to discuss potential areas of collaboration in the 'Media Development' framework.

This identification phase resulted in an identification report that was discussed with the DHIP Board of Directors January 2015, and was followed-up in May - July 2015 by several internal meetings, workshops and reviews between the newly appointed DHIP Director, a process Consultant and the two Consultants drafting the Identification Report in order to develop and finalize DHIP key strategic areas into this strategic document.

THE EXTERNAL ENVIRONMENT

Contextual analysis: General background on Palestine and Denmark

Palestine has been under Israeli occupation for decades. Since the 'Nakba' in 1948, Palestinians have suffered not only from the loss of land, dispersal and a major refugee crisis but also lost tangible and intangible assets linked to their culture, history, tradition and heritage. The Israeli occupation of Gaza and the West Bank and the annexation of East Jerusalem in 1967 has additionally affected all areas of social and civil life, not least in the area of culture and art.

The failure to reach a just and fair resolution on the political level, absence of statehood and the fragmentation of Palestine (Gaza, East Jerusalem and West Bank's areas A, B and C) in addition to the internal political division have had a heavy impact on cultural activity and consequently on the role of culture. Following the Oslo Agreement, the cultural and cultural heritage sector in Palestine have faced a number of threats and difficulties ranging from lack of capacities, funds and expertise, underdeveloped and lack of infrastructure, and restrictions in movement and access which all have caused significant limitations in freedom of expression. Similarly, the cultural scene is still affected by the lack of sovereignty, fragmentation, institutional weakness and poor investments.

Many of the same threats and restrictions also affect the Palestinian media sector which presents significant limitations in freedom of expression. While media has the power to foster freedom of expression and amplify the voices of minorities, Palestinian media is generally still weak and doesn't live up to its potential roles. The right to freedom of speech is continuously violated from the side of the Israeli occupation as well as from the Palestinian authorities and the lack of accountability mechanisms increases the risk of self-censorship which, reports show, is widespread among media practitioners.

The deteriorating socio-economic conditions have shifted the attention of the national and international actors away from investing in cultural and media development. Especially in the Palestinian context, culture and preservation of cultural heritage as well as ensuring a well-functioning professional media sector are of vital importance due to their critical role of serving as platforms to express, strengthen and promote a sense of Palestinian shared national identity amidst the everyday reality of division.

Palestinian-Danish Relationship

Compared with similar politically sensitive areas, Palestine historically has had a high level of interest in Denmark on a political as well as a civil society level. The significance of World War II in Danish history makes the establishment of Israel a central topic in elementary and secondary education, while the relatively high number of Danes with Palestinian background also makes it an important social issue in the debate about multiculturalism in Denmark today. The interest is reflected in attention in Danish media, debates in the Parliament, political campaigns by CSOs and the hundreds of Danes who take part in more or less political activities.

Still, awareness and interest among the general public is limited and connected almost exclusively to the Israeli-Palestinian conflict. 'The average Dane' often associate Palestine with 'war', 'terrorism' or 'humanitarian crisis' while knowledge of Palestinian culture and society is mainly only found among a small group of academics and activists.



Photo: Mohammad Zarandah (Photo Marathon 2015)

Danish Foreign policy level

The Representative Office of Denmark was established shortly after the signing of the Oslo Accords in 1993 and Denmark has since provided support for Palestine as part of a joint donor efforts for a two-state solution. Through the Danish development agency, Danida, Denmark funds a number of initiatives aimed at fostering state-building, economic development, and protection of human rights while also providing humanitarian assistance to the around five million Palestinian refugees through UNRWA.

The overall political objective of the Danish engagement in Palestine “is to support the realization of a two state solution to the Israeli-Palestinian conflict, encompassing the State of Israel and an independent, democratic, sovereign and contiguous State of Palestine living side by side in peace and security.”

Danish policy concerning Palestine is closely connected to EU and UN policy. In October 2011, Denmark abstained from voting in the resolution for Palestine in UNESCO, though supported Palestinian President Mahmoud Abbas’ bid for ‘Non-Member Observer State’ status at the General Assembly in 2012. In 2014, following similar initiatives in Spain, France, Ireland and the UK, the Danish parliament debated a symbolic bill encouraging the then Social Democratic-led government to recognize the State of Palestine, but the proposal didn’t garner the necessary support and no vote was carried out.

In 2015, Denmark was among 15 EU countries to propose labelling of illegal settlement goods in all of the EU. Denmark already introduced its own voluntary labelling system in 2012 through the Veterinary and Food Administration (Fødevarestyrelsen), but the initiative met heavy criticism for being ineffective as most Danish supermarket chains already have policies of not selling settlement produce (e.g. Coop and Dansk Supermarked). Instead critics argue that the problem is false labelling.

Danish Media

In Danish media, the Palestinian-Israeli conflict has made headlines for decades. Due to the area's historic and religious significance most mainstream media outlets have had correspondents based in Israel and several of them have lived there for 15-25 years. Still, few if any correspondents have been permanently based in Palestine and most reporting about and from the West Bank and Gaza has been done over short time spans during periods of 'breaking news' attention, e.g. escalation in violence, peace talks, Abbas' UN bid or similar newsworthy political events.

As a result, there is a widespread feeling of high attention given to Palestine in Danish media though actual reporting from Palestine is limited and mentioning of Palestine in Danish media is mainly linked to the conflict with Israel and often with a focus on implications of events in Palestine to Israel's security. As a consequence, the image of Palestine in Danish media is very political, often reinforces stereotypes and with few examples of stories involving daily life and the actual consequences of the political context.

Danish Civil Society Level

While awareness among the general population is limited and ignorance and misunderstandings are often expressed through vox pops and surveys done by the media or discussions on digital news forums or social media, interest in Palestine and the conflict is still significant if compared to other geographically sensitive areas.

A number of humanitarian and human rights organizations are actively engaged in Palestine and in fostering awareness and debate about the situation in the Danish society. These include official government funded NGOs such as e.g. DanChurchAid, Danish Red Cross, Save the Children Denmark, Danish Center for Culture and Development (CKU), ActionAid Denmark (Mellemfolkeligt Samvirke) as well as independent grassroots organizations such as the Danish-Palestinian Friendship Association and the activist group, BDS Denmark.

Photo: DHIP



Especially the CSOs are often the driving force behind political events such as demonstrations and actions against e.g. Israeli military operations, Danish and EU trade with illegal settlements and the Israeli occupation in general.

Not all engagement is formalized and interest is reflected in the rare sight of several thousand people who took to the street against the Israeli 'Operation Protective Edge' in Gaza in the summer of 2014, in the increasing number of Danes running in the annual Palestine Marathon in Bethlehem or the 10.000 signatures ActionAid Denmark collected after a bus advertisement against illegal settlement goods was taken down following pressure from Israeli lobbyist groups.

The Danish-Palestinians

There is an estimated 20-25.000 people of Palestinian descent living in Denmark today making it one of the biggest groups of migrants in Denmark. Most arrived from refugee camps in Lebanon in the 1980s with their children born and raised in Denmark.

While the Palestinian identity is important to them and many still share stories of the Palestine, their grandparents left behind in 1948, only a limited few have had a chance to return for visits and generally few have knowledge about today's Palestine. The most active are organized and represented by a number of small associations including e.g. Palestinian Youth (Pal-Ung), Danish Palestinian Engineer Association, Palestinian Forum etc. Additionally, many are active in associations and informal groups representing Muslims in Denmark, Muslim youth, Danish immigrants and refugees in Denmark etc. Their heritage and important role in Danish civil society on the issue of Palestine makes especially young Palestinian-Danes an important interest group for the Danish House in Palestine.

Cultural and Cultural Heritage in Palestine: Key challenges

Culture has historically played a vital role in the formation and development of human societies. It is an essential component of people's national identities and an efficient tool of expression, representation and communication.

In Palestine, culture and cultural heritage are exceptional due to their multifaceted nature. In addition to rich traditions, lifestyles and popular culture, it encompasses renowned historical and natural sites as well as contemporary culture manifested in diverse productions. However, years of conflict, dispersal and fragmentation have had a significant impact on Palestinian cultural life and its development and made the topic of history, heritage and art a sensitive ideological and political matter. In this context, culture and cultural heritage stand as a priority sector for development and investment considering its potentials for development and capacity to establish change for a better life.

Key challenges facing the cultural sector in Palestine include the following:

- **Fragmentation, isolation & dispersal:** Fragmentation, isolation and dispersal continue to be dominant features of Palestinian realities, since the 'Nakba' in 1948. The displacement of half of the Arab population of historic Palestine caused immense loss in culture and isolated Palestinian communities across fragmented geographic areas and contexts. Cultural life was heavily affected for example preservation of cultural heritage, cultural development and access to contemporary culture. Missed opportunities in exchange with outside world. Disconnection with Palestinian diaspora including in Denmark.
- **Weak cultural infrastructure:** The Palestinian cultural infrastructure is generally weak as most of the Palestinian cities and villages lack the proper venues for cultural activities such as theatres, cinemas, exhibition halls, museums, public libraries and community centers. Furthermore, wherever they exist, they are generally under-equipped.
- **Inability to reach a diverse audience:** A main challenge faced by Palestinian cultural institutions is their inability to attract, reach and engage a diverse local audience. One main reason for that is the centralization of cultural work and institutions in major city centers, mainly in Ramallah.

- **Lack of funds and capacities:** The cultural sector faces scarcity of funds. Cultural organizations are hugely reliant on external international funds, which leave them at high risk in terms of financial sustainability. Palestinian cultural institutions suffer from shortage in specialized human resources in fields of cultural management, cultural media and technical and curatorial work.
- **Lack of Documentation:** Lack of systemized documentation and archiving is a general problem. It puts the preservation of culture and cultural heritage at risk and prevents the possibility to maintain accumulation of knowledge production and experience. Research facilities are scarce and scholars, artists, journalists and researchers must recover history from a variety of scattered sources to which they often have limited access.
- **Social Restrictions:** Restrictions imposed by political, conservative and religious voices and powers in the society on cultural activities create an unofficial censorship apparatus. Nevertheless, social norms and restrictions vary widely in diverse contexts. While tackling sensitive issues is critical in cultural work and cannot be compromised, it is important to wisely weigh impact and consequences of potentially controversial topics.

Media sector in Palestine: Key challenges

In all countries, the media plays a vital role in fostering an open, transparent and tolerant society and in showcasing and promoting freedom of speech. A healthy and free media environment reflects diversity and provides a platform for dialogue and public debate on politics, policies and social issues.

In Palestine, media holds significant potential power to provide a platform for public debate, free expression, transparency and accountability. However, influenced by decades of military occupation and internal political conflict, the work environment of Palestinian journalists is deeply affected by the political tension. Frequent surges in violence made Palestine rank among the ten most dangerous zones for journalists in 2014 and the internal political division has directly affected the Palestinian media in terms of imposing significant restrictions and direct and indirect censorship over journalists.

Photo: Muhannad Mansour





Photo: Muhannad Mansour

Key challenges facing the Palestinian media sector includes the following:

- **The legal policy and framework restricts freedom of speech and an independent media:** The legal framework within which the media operates does not foster a free and independent media. Freedom of expression is heavily restricted - directly through blocking certain media outlets and indirectly due to outdated and vaguely formulated laws.
- **Media is politics centric and doesn't reflect diversity of society:** The Palestinian media is highly politics-centered and poorly reflects the diversity of society and issues of everyday concerns are widely overlooked.
- **Overall lack of trust in Palestinian media:** The general lack of investigative press and the failure of media to fulfil its obligation in areas of public interest lead to a general lack of trust in the Palestinian media. An exception is worth noting in the area of local radio stations.
- **High lack of safety for journalists leading to widespread self-censorship:** Political bias and fear of repercussions from authorities hinders freedom of expression when it comes to criticism of politics or people in power or addressing social taboos. This is further deepened by lack of support, protection or encouragement by media houses and editors and results in high level of self-censorship.
- **General sense of nepotism and low level of women in leading positions:** Studies have found no signs of discrimination on the basis of religion or ethnicity. Still, there is a general perception that the people holding high position media jobs are not always the best qualified but selected based on nepotism. Additionally, only very few women reach high positions.

DHIP PRIORITIES BASED ON THE ANALYSIS

With the complex and challenged external environment that Palestine represents within the fields of culture, cultural heritage and media, and with a realistic view to DHIP internal resources and capacity, the following challenges identified in the context analysis will be addressed by DHIP over the next five years as follows:

Lack of specialized human resources in the culture sector: By providing technical training opportunities based upon organizational self-assessments, DHIP is expecting to document an increase in specialized human resources in the cultural sector by the end of the 5 year plan. It is planned to increase the project activities under technical specialized trainings in close dialog with all relevant partners.

Scarcity of Funding in the cultural sector: DHIP is coordinating all activities under the EU cluster EUNIC-Palestine (DHIP is holding the Vice Presidency) collaboration to ensure that the limited foreign funding for cultural activities are being utilized in the most cost effective and coordinated manner possible.

Lack of Infrastructure for cultural Activities: DHIP does currently not have the human nor financial capacity to support infrastructure construction in Palestine, instead DHIP is expected to document that cultural productions and performances have a greater outreach throughout the West bank, Jerusalem and Gaza by the end of the 5 year plan, in order to ensure greater access to culture in general.

Weak Mechanisms of Coordination between cultural organization's and between cultural organizations and Ministry of Culture: DHIP is committed to advocate and insist on greater coordination between cultural organizations collaborating with DHIP, including Municipalities and the Ministry of Culture. In addition, via its engagement with the EU cluster EUNIC- Palestine and its members. DHIP is further advocating for developing a tradition of closer coordination both between the EU partners and between them and their Palestinian partners so as to introduce and develop better modes of collaboration and information sharing.

Academic institutions lack a distinctive role in cultural, artistic and research production: By focusing on developing a cooperation between Danish and Palestinian academic institutions, DHIP should be able to document a greater focus on cultural, artistic and research production in Palestine in qualified collaboration with Danish academic institutions who have a long tradition in working with culture in an academic environment.



Photo: Samer Hamed (Photo Marathon 2015)

Limited participation in cultural activities, particularly in marginalized areas: DHIP is committed to ensure that cultural activities are being distributed throughout the West Bank and Jerusalem so as to ensure greater access to culture and cultural production. Gaza is unfortunately and for the time being not accessible to DHIP, however DHIP is collaborating with both international and national partners working in Gaza so as to ensure DHIP activities also in Gaza. DHIP expects to document a greater outreach by end of the coming five years. Through its work with Palestinian media in Palestine, DHIP is further promoting art and culture as both important and relevant areas to be covered through media. It is expected that the number of articles and other in Palestinian media on culture will increase during the course of this Programme.

Heritage is threatened: A special focus will be given to cultural heritage through DHIP activities, both in terms of technical trainings, events such as support to oral history tradition and traditional handicrafts. One aim is to support traditional craftsmen/women in developing their products, their PR strategy and business skills so as to potentially be able to make a living by selling their crafts both nationally and in Denmark.

Overall lack of trust in Palestinian media: DHIP is committed to support investigative journalism aiming at promoting professionalism and independence in Palestinian media through trainings, coaching and support for investigative stories. Investigative journalism is an important cornerstone of a strong and independent media sector ensuring the media meets its obligation in its watchdog role.

DHIP ORGANIZATIONAL DIRECTION

VISION

Strengthening the mutual understanding and appreciation between Danish and Palestinian cultures, as well as encourage values of diverse, open and tolerant societies

DHIP is committed to strengthening the relationship between the people of Denmark and Palestine. DHIP encourage social cohesion by increasing the public's familiarity with and understanding of both cultures. DHIP is doing so by focusing on organizational corporations and people-to-people relations as a way of fostering mutual understanding and strengthening ties between Danes and Palestinians. Hence, DHIP aim at bringing like-minded Palestinian and Danes together in an environment where clichés and stereotypes can be challenged and overcome. DHIP seek to highlight the richness and diversity of both cultures and the features they share in promoting open and tolerant societies that are bound together by values of freedom of expression, democracy, and respect for human rights.

MISSION

Fostering the opportunities for cultural and educational exchange and cooperation between Danes and Palestinians on individual and institutional levels

DHIP recognize that culture is an essential component of human development and adopt UNESCO's broad definition of culture that entails "the set of distinctive spiritual, material, intellectual and emotional features of society or a social group, and that it encompasses, in addition to art and literature, lifestyles, ways of living together, value systems, traditions and beliefs; Specific forms of expression through works of artistic or cultural value".

DHIP believe that culture contributes to the development of innovative creative capacities in people and is an important component of innovations in economic and social life, as well as a crucial part of the development of modern and democratic society. Further, DHIP sees culture as a crucial backbone in maintaining and developing a national identity in general, and in particularly in a Palestinian reality where people are scattered throughout large parts of the world.

VALUES

Strengthening the mutual understanding and appreciation between Danish and Palestinian cultures, as well as encourage values of diverse, open and tolerant societies

DHIP believes in **equal** and **mutually** beneficial **partnerships** between Danes and Palestinians. DHIP is committed to promote **volunteerism** at the core of its work and as a relevant mean of achieving its strategic objectives.

DHIP aims to be a **transparent** organization and expects its members and partners and others to hold DHIP **accountable** to its vision and mission and business practices.

DHIP aims to design and implement projects that are formulated in collaboration with partners and are **sustainable** and hence has the potential to continue beyond DHIP's involvement.

DHIP design and implement all projects with a **human rights based approach**.

TARGET

DHIP is aiming at a balanced gender equality. Some projects are focusing on **women**, others at **men** and others focuses on **youth**. However, the DHIP Programme is designed to ensure a fair distribution of activities taking gender, age and diversity into account. **Youth** is the next generation to take power and responsibility in all societies, why DHIP will display a special focus toward that particular group of the population both in Palestine and Denmark and in terms of activities, volunteerism, communication and awareness raising.

DHIP is prioritizing marginalized communities and peripheral areas including area C, East Jerusalem and Gaza in Palestine and outreach in Denmark. In addition to the Palestinians living in the West Bank and Gaza, DHIP is targeting Palestinian Israeli citizens and Palestinians in Denmark.

Photo: Muhannad Mansour



ADOPTED STRATEGIES

DHIP has identified a number of key strategies based upon lessons learned during the first five years of project implementation in Palestine that is believed to contribute to the achievement of the DHIP vision and mission:

- **Establish strategic partnerships** is a new and important strategy for DHIP. In addition to partner up with organizations for limited periods of time and when concrete project activities are to be planned and implemented, DHIP also strive to establish and maintain long-term strategic partnerships with key partners in fields of relevance for DHIP. Such partnerships are about collaboration in terms of continuous dialog, information sharing, strategic discussions, sparring, seize new opportunities and contribute to involvement and relevance of DHIP both in Palestine and in Denmark.
- **Exchange of students and practitioners** is one of our pivotal strategies adopted, aiming at encouraging both Palestinians and Danish cultural and social practitioners, students and journalists to engage with each other's culture, learn through experimentation enhancing diverse understanding of art and culture and realize their potential to grow. As Palestinians and Danish musicians, journalists, writers, illustrators, artists, film makers, circus artists, university students, etc. come with similar or vastly different skills, they meet to create something in unison, resulting in rich experience and exchange of knowledge. Our adopted strategy supports residencies, as well as shorter term opportunities for individuals and organizations to develop innovative approaches and exchange best practice.
- **Capacity development/skills development:** Supporting the development of capacities and skills of both Palestinian individuals and organizations via the provision of trainings, technical guidance and coaching in specialized areas in cultural and media topics is an adopted strategy based upon numerous requests. Realizing that long term occupation and limited rights to movement place a strain on the possibilities to learn and get inspired, DHIP is facilitating workshops in technical skills upgrading in movie production, investigative journalism and building systems in archiving and library management.
- **Supporting cultural and social encounters as well as events centered on fostering cultural awareness and understanding between Palestinians and Danes:** DHIP believe that supporting cultural and social encounters to include a programme of concerts, film screenings, debates, students exhibitions, joint cultural productions between Palestinian and Danish social and cultural practitioners and journalists, video and photo marathons, public talks, etc. at a vast number of locations in Palestine and Denmark, will increase access to culture and foster critical discussion and freedom of speech.
- **Communication Platform** is at the heart of DHIP. Facilitating dialog, communicating DHIP project activities and events, promoting partner activities, information sharing, awareness raising as well as strengthening DHIP profile and visibility both in Denmark and Palestine.

OBJECTIVES FOR THE COMING FIVE YEARS

Based upon the above described challenges within the external environment, Palestinian and Danish strategic ambitions as well as DHIP Vision and strategic priorities, DHIP has formulated three strategic objectives that will guide the coming 5 years Culture, Cultural heritage and Media project activities in Palestine and Denmark as follows:

- **Strategic objective 1:** Developing Danish-Palestinian cooperation in social and cultural areas, as well as in media.
- **Strategic objective 2:** Strengthening the capacity of Palestinian civil society organizations contributing to the freedom of expression and the cultural life in Palestine.
- **Strategic objective 3:** Strengthening DHIP's institutional performance towards achieving its mission and vision.

By the first strategic objective DHIP seeks to encourage and strengthen relation as well as develop cooperation between Danish and Palestinian organizations and individuals in Denmark and Palestine, in social and cultural areas, as well as in Media. This first strategic objective is our core priority for the coming five years, and in line with DHIP's overall focus on promoting bilateral cooperation and fostering mutual understanding. DHIP's experience has shown that developing Danish-Palestinian cooperation is ideal for breaking down stereotypes, building bridges and fostering constructive debate. The main aim is to bring Danes and Palestinians together in an environment where clichés and stereotypes can be questioned, challenged and overcome.

Our interventions under this strategic objective will have a feature of learning for both parties, where they would be able to benefit from each other's experiences and unique environments. Projects under this strategic objective will involve artists, writers, illustrators, filmmakers, circus artists, students, art, cultural, and social professionals, journalists and volunteers. Our focus in culture will give priority to contemporary culture and cultural heritage.

To achieve the first strategic objective, we will focus first on promoting **the exchange of experience and knowledge between Palestinian and Danish social and cultural practitioners and journalists**. We will organize short and long-term residencies for Palestinian and Danish cultural and media practitioners. We will also support individual and collective cultural and media productions, by Palestinian and Danish artists, groups and journalists. Supporting cultural and artistic productions will focus on new art creations reflecting contemporary trends in society which corresponds to the concerns and aspirations of people and is reflective of their cultural identity in a contemporary critical manner.

Furthermore, we will organize public events and exhibitions that encourage preserving cultural heritage sites and aim at promoting and disseminating joint artistic work produced by Palestinian and Danish writers, illustrators, and musicians. We will also continue with our volunteering programme by supporting Danish youth students and practitioners to come and volunteer in Palestine.

The second area of change that we would like to see is the acquisition of **new skills, qualifications and academic learning by Palestinian and Danish students of culture and media in their respective fields and based on their exchange experiences in Palestine and Denmark**. Hence, our key services will focus on granting Palestinian students an academic learning opportunity in Danish cultural and media academic institutes, as well as supporting student exhibitions



Photo: DHIP

and public events are supported at Palestinian institutions and featured in Danish Universities. From one side this will contribute to the intercultural exchange and dialogue through involving Danish and Palestinian college and university students and scholars in an exchange experience within an academic environment nurturing openness, analysis, critical thinking, freedom of speech and democratic dialogue.

Finally, our third area of change is to scale up encounters centered on fostering cultural awareness and understanding between Palestinian and Danes, through the organization of regular cultural encounters as well as the photo and video marathons in the West Bank and Gaza, and exhibitions in Denmark.

The second strategic objective aims at supporting Palestinian cultural and media organizations in building their human capacities and developing and providing technical facilities and infrastructure. It seeks to contribute to empowerment of people in creative productions and fostering free expression. It also seeks to support the establishment of a sustainable and manageable systems for archiving and documentation in Palestinian cultural organizations and museums. Handling knowledge and managing it such that it is accessible to public is key factor to the development of culture, preservation of cultural heritage, and accumulation of knowledge.

To achieve the second strategic objective, we will focus our resources on three areas of change. Our first area of change will seek to **enhance the technical and creative skills of Palestinian cultural and media independent practitioners** and organizational staff through the organization of trainings in specialized cultural and media topics organized, as well as sponsoring investigative media initiatives by Palestinian journalists. Our support in media and communication will mainly be through our initiative of investigative journalism aiming at promoting professionalism and independence in Palestinian media through trainings, coaching and support for investigative stories. Investigative journalism is an important cornerstone of a strong and independent media sector ensuring the media meets its obligation in its potential watchdog role.

Our second area of change will be to **enhance the archiving and documentation systems at cultural organizations and museums** so that they can be accessible to the public. Hence, our interventions in this area will focus on the provision of trainings in skills related to archiving and library management; and developing libraries, as well as manual and digital archiving systems.

Finally, we aim at **enhancing capacities of Palestinian entrepreneurs, particularly women, working in traditional crafts to access local and Danish markets**. This comes in continuation of DHIPs previous intervention “Design in Context”, which aimed at energizing the field of design in Palestine and facilitates a broad exchange of expertise and experience between Danish and Palestinian design practitioners, professionals, students, and craftswomen, where they work together to rethink traditional Palestinian embroidery and possibility of utilizing it in a contemporary context with a possibly broader appeal and a potential for generating income.

Our focus for the coming years will be to widen the fields of Palestinian traditional craft, while establishing a collective business venue for entrepreneurs around Palestinian designed products. We will also enhance Palestinian entrepreneurs’ access to knowledge about business management, communication, finance, marketing, as well as product design and development. And finally, we will establish a business mentoring network that will provide mentoring services for Palestinian craftswomen and craftsmen by Danish mentors, as well as the identification of products that could be sold in Danish markets.

The third strategic objective is related to the internal organizational development of DHIP to be able to achieve its mission and vision, as well as accomplish its strategic objectives.

The focus for the coming five years is to enhance DHIP’s learning process to be more effective, through an annual strategic review process incorporating Board members, partners, donors and staff, as well as via the development and implementation of a Monitoring and Evaluation (M&E) system that will focus on results achieved and lessons learnt.

DHIP will also seek to enhance its internal resources and outreach capacity through organization of training for staff in budget monitoring and planning, proposal writing, etc, as well as strengthening the communication and visibility functions and scaling up financial resources.

MONITORING, EVALUATION AND LEARNING

The key performance indicators developed at the strategic objective, outcome and output levels constitute the basis for the monitoring and evaluation of progress towards achieving the strategy. A comprehensive Monitoring and Evaluation (M&E) Matrix will be developed to determine the baseline value of current indicators, annual targets, means of verification, source and frequency of data, responsibility of data collection, and use of data. Other M&E methods will be deployed, to mainly include the following:

- **Development of an M&E system:** A full M&E manual is envisaged to be developed during the first year of implementation, part of which will include the development of baseline studies as needed.

- **A reporting system:** A reporting system will be put in place to track progress and highlight challenges encountered and lessons learnt. The following reports will be prepared by the management team and submitted to the Board of Directors:
 - Monthly progress reports tracking activities accomplished, challenges encountered and plan for the next month.
 - Semi-annual and annual narrative and financial progress reports.
 - An annual audited report.
- **Capacity building of staff on M&E:** The capacity building of staff on M&E is envisaged to be participatory in nature, where staff will be involved in the design of the M&E system, data collection and formulation of lessons learnt. It is expected that M&E capacities will be integrated as core skills for all employees and undertaken as part of their functions.
- **Evaluations:** Internal and external evaluations are expected to be conducted through yearly assessment of all of DHIP's programmes and services. Annual sessions with beneficiaries will be conducted to assess their satisfaction of services provided and improvement required.
- **Annual strategic review:** At the end of each year, an annual strategic review will be conducted. The participation of staff and members of the Board of Directors, beneficiaries and partners is crucial. It will also entail the internal and external assessment and revision of progress towards achieving the strategic objectives, outcomes and outputs, while determining key factors leading to achievement, failure or success in certain areas.

RISK ANALYSIS

Working in the Palestinian context holds major challenges. The on-going Israeli occupation and political conflict bring an array of limitations and restrictions, which often influence implementation of project activities. The unstable political situation can lead to sudden surge in violence and cause unexpected restrictions in movement and accessibility. This significantly complicates logistical procedures, including access to equipment and risk of denial of entry for participants from outside. These risks differ in level of intensity depending on the geographic areas, the nature of the project and the timing. When DHIP expands its work geographically and reach areas such as East Jerusalem and Gaza, the planning process needs to pay attention to these serious risks and provide alternative plans in the case of emergency that prevents activities to be carried out according to plan. The following risks are considered expected risks in this context:

- **Outbreak of violence** could be in the form of military attack, invasion, sieges or military raids carried out by the Israeli army. Another scenario is the outbreak of violent demonstrations or attacks by the Palestinians leading to the above mentioned by the Israeli army. This is a situation that can be controlled and is difficult to predict.
- **Blockade:** The West Bank and Gaza are under continuous closure. In the West Bank a complex set of bypass roads, checkpoints and the separation wall severely restricts freedom of movement. Palestinians are most likely allowed to travel across cities and villages inside the West Bank, but are not allowed into Gaza, Jerusalem or Israel without permission from the Israeli Military Authority. In Gaza a blockade almost completely prevents movement of people in and out of the Strip and puts significant limitations in the transfer of goods to and from the area, affecting or totally closing down project implementation.
- **Visa delays or denials:** This applies to both Palestinians and Danes involved in DHIP exchange projects requiring travel. It is important to maintain enough time for visa requests such that delays and denials can be overcome without the need to cancel project activities. Additionally, clear proce-

dures for how to handle emergency situations in case of entry restrictions for participants and staff travel through Israeli border control must be identified.

- **Availability of interested partners:** Most of the DHIP projects are designed in a collaborative manner and solid and strategic partnerships are developed. A large number of projects therefore depend on the success of DHIP to attracting professional partners and defining the scope of the partnership.
- **Personal obstacles:** The designed programme involves a great deal of exchange projects and activities that include professionals, trainers and students. There is always a risk of cancellation from participants caused by personal matters including their ability to be allowed time off from work. This can in some cases be avoided through partnerships and by drafting contracts where participants formally commit to the engagement.
- **Management and administrative capacities:** This programme involves the management of a larger budget compared with previous years. Hence it is crucial that all financial and management procedures produced are being followed and that the right and capable staff are employed to ensure full compliance and timely project implementation.

INPUT – BUDGET

DHIP is primarily funded by Danida, which is a vulnerable position to hold. Therefore a Fundraising strategy will be developed already in early 2016 in order to provide for a more diverse donor base. In addition, income generating activities such as acting as implementing partner for MS/ActionAid on volunteers, DHIPs own volunteer project and close collaboration with IMS on project activities are important to maintain and further develop while looking for additional donors and funding possibilities.

Photo: DHIP





Photo: Muhannad Mansour

ANNEX 1:

Internal Environment Analysis: Projects and Resources

Core Projects over the Last Five Years

With modest means DHIP managed to run a significant number of projects within a financial framework of DKK 6.8 million from 2009-2014 of which most came from Danida followed by Kvinno, CKU and IMS. The following table presents some of our projects implemented throughout 2010-2014 in close collaboration with our partners.

Name	Description	Partners
Couch Talks and Film Screenings From 2010 – ongoing	<p>Panel discussions on issues of local interest and often linked with on-going projects taking advantage of visits by Danish guests. Often with a Danish and Palestinian expert as panelists.</p> <p>To explore and promote contemporary Danish and Palestinian documentary cinema, the DHIP has conducted a number of film screenings aiming at taking audiences in Palestinians around the world to unfamiliar 'spaces and places' (SPLACES).</p>	<p>Participants in couch talks included a vast number of people, often relevant to an on-going project.</p> <p>Films were provided by e.g. the Danish Film Institute, Shashat, GIZ (project with CPH Film & Photo School / Palestinian Center for Peace and Democracy), etc.</p> <p>2011: USD 3,324 2012: USD 12,722 2013: USD 17,992</p>
Know thy Engine 2010	A trial project to test exchange model the project consisted of a road trip with Danish and Palestinian mechanics, who toured the West Bank while offering open air workshops and diagnostics.	<p>Danish Auto Help, Volvo Palestine Abbadi Car Service</p> <p>USD 3,456</p>
Our Street, Our Art, 2012	Involving the Danish graffiti artist HuskMitNavn and local Palestinian street artists, the project decorated Palestinian walls while discussing street/contemporary art.	<p>CKU</p> <p>USD 7,831</p>
Palestine Photo-Marathon 2012, 2013, 2014 and 2015	<p>The annual competition aims at creating a space for Palestinians to show images of Palestine as they see it as well as breaking stereotype images of conflict</p> <p>The competition takes place throughout the West Bank incl. Jerusalem. Gaza was added in 2013.</p>	<p>A number of small, local CSOs in the cities where the competition takes place. Additional partners incl. AJYAL Radio Network and Visit Palestine.</p> <p>2012: USD 6,647 2013: USD 17,051 2014: USD 10,219</p>

Name	Description	Partners
Picture This, 2014 and 2015	In 2014 the Photomathon expanded with a component of sending winners to Denmark to present their pictures in lectures about Palestine and conduct small-scale Photomarathons for Danish 'højskole'-students.	CKU, USD 10,000
Global School partnership, 2013 and 2014	The aim of the project is to facilitate dialogue between Danish and Palestinian students and strengthen their intercultural understanding. In 2014 the project consisted of workshops in filmmaking and creative writing for Palestinian children/youth.	DEMENA Youth Pool (Danida), 2014: USD 4,200
Playground building 2013 and 2014	Danish and Palestinian carpenters built a playground in particularly sensitive areas including Qalqiliya and Jenin.	Amal Association, 2013: USD 13,043
Journalist Exchange 2013,2014 and 2015	With the aim of challenging stereotypes and enabling different perspectives on the Palestinian society in Danish media and vice versa, Danish and Palestinian journalists visit each other to work together.	Nairobi-klubben, IMS, 2013: USD 32,746) 2014: USD 19,500
Design in Context, 2012, 2013,2014 and 2015 (Pilot/identification project in 2011)	To 'energize' the field of design in Palestine, the project engages Palestinian and Danish designers and craftswomen in an attempt to rethink traditional Palestinian craftsmanship, particularly the embroidery, in order to broaden its appeal. Further, the project aims to create sustainable income generating activities by providing training in business-plan training and workshops.	Dalia Association Fashion and Textile Institute in Bet Sahour The Royal Danish Academy of Fine Arts – the School of Design Pilot (2011): USD 12,959 2012: USD 78,859 2013: USD 32,746
Writers' Exchange 2013-2014	Danish and Palestinian poets and writers started by meeting in Denmark and then continued the exchange in Palestine. The project included public readings and open and closed debates about literature.	PEN Denmark, The Royal Danish Library, CKU and PalFest, 2013: USD 5,471

Human Resources

Throughout its first years, DHIP was run by a small staff while continuously expanding slightly in line with the increase in budgets.

Core staff included:

- Director(s)
- Office Manager
- Programme Coordinator
- Accountant (part time)
- Housekeeper
- Project intern
- Communication intern
- External Project Coordinators

From 2015 the house has expanded the number of staff members to include also:

- Communications Manager
- Administrative Manager/Programme Coordinator
- Internal Auditor
- Project Coordinator

Volunteers

The volunteer project has been among the flagships of DHIP significantly contributing to its strong connection with civil society actors while in line with the overall strategy of creating awareness about Palestine in Denmark and links between Danes and Palestinians.

In 2013 the project expanded significantly after DHIP entered a partnership with ActionAid Denmark and agreeing to run its volunteer project in Palestine. ActionAid volunteers stay with local host families and work in areas such as education, health or social work in refugee camps.

DHIP manages a special exchange project between Al Quds University in Jerusalem and the Danish nursing school, University College Capital (UCC). The project aims at providing the students with an understanding of the complexity of working in different cultures and settings. So far the project has been offered only to Danish students though the goal is to offer it also to Palestinian students seeking an opportunity to study short-term in Denmark.

Year	Number
2011	5
2012	9
2013	28
2014	34

Visitors

DHIP has become a hub for visitors to Palestine. People from all over the world has stayed in DHIP's apartment while a significant number of Danish groups – including students, teachers, professionals, seniors, 'tourists' and politicians and political delegations - have stopped by to hear about the house and its work and discuss a vast variety of themes linked to the situation in Palestine.

Year	No. of visitors	No. of overnight guests
2011	575	137
2012	666	161
2013	536	244
2014	89	179

ANNEX 2:

Results Framework

Strategic objective 1: Developing Danish-Palestinian cooperation in social and cultural areas, as well as in media.

Outcome 1.1. Palestinian and Danish social and cultural practitioners and journalists exchange experience and knowledge

Indicators:

1. Number of exchange opportunities established between Palestinian and Danish institutions, aggregated by field (contemporary culture, cultural heritage, media, social fields, etc).
2. Number of exchange opportunities established between Palestinian and Danish individuals, aggregated by sex and age.
3. Nature of new exchange experiences occurring between Palestinian and Danish individuals and institutions.
4. Palestinian and Danish professionals attest an enhanced knowledge in each other's cultural heritage and local context.

Outputs	Key performance indicators	Activities
Output 1.1.1.: Short/long-term residencies organized for Palestinian and Danish cultural and media practitioners.	<ol style="list-style-type: none"> 1. Number of residencies organized at the end of each year. 2. Number of participants in the residency programs, at the end of each year, aggregated by sex, nationality and area of specialization (musicians, journalists, writers, illustrators, artists, etc). 3. Number of Danish and Palestinian organizations partners in the residency programme, at the end of each year. 4. Number of exchange activities (workshops, concerts, public events, etc.) organized at the end of each year. 	<ol style="list-style-type: none"> 1.1.1.1. Identifying partners and establishing cooperation agreements. 1.1.1.2. Announcement and selection of Palestinian and Danish practitioners to participate in the programme. 1.1.1.3. Organization of exchange activities with Palestinian and Danish organizations. 1.1.1.4. Provision of financial support for travel and accommodation and residency activities. 1.1.1.5. Public dissemination of productions. 1.1.1.6. Produce publicity materials.
Output 1.1.2.: Individual and collective cultural and media productions, by Palestinian and Danish artists, groups and journalists, are supported.	<ol style="list-style-type: none"> 5. Number of individual and collective cultural and media productions supported, aggregated by type of producers (Palestinian and Danish artists, groups and journalists). 	<ol style="list-style-type: none"> 1.1.2.1. Establishing partnerships with Palestinian and Danish organizations. 1.1.2.2. Identifying Palestinian and Danish artists, groups and journalists. 1.1.2.3. Provision of financial support for individual and collective cultural and media production. 1.1.2.4. Coordination of and supervision on projects' implementation. 1.1.2.5. Produce publicity materials.

Output 1.1.3.: Public events and exhibitions that encourage preserving cultural heritage sites are organized for the promotion and dissemination of joint artistic work produced by Palestinian and Danish writers, illustrators, and musicians.	6. Number of public events and exhibitions organized that encourage preserving cultural heritage sites, at the end of each year. 7. Number of participants in the exhibitions and events, at the end of each year.	1.1.3.1. Identify nature of activities, as well as cultural heritage sites and venues to host events and exhibitions. 1.1.3.2. Sub-contracting technical support needed for the organization of events (sound, light, etc) 1.1.3.3. Supervise and coordinate the organization of activities. 1.1.3.4. Public dissemination of productions.
Output 1.1.4. Danish youth students and practitioners volunteer in Palestine	8. Number of volunteers, aggregated by sex, profession and area of volunteerism in Palestine.	1.1.4.1. Establish cooperation agreements with potential organizations in Palestine to host volunteers. 1.1.4.2. Announcement and selection of Danish volunteers to participate in the programme. 1.1.4.3. Provision of financial support for accommodation of volunteers. 1.1.4.4. Follow up of volunteers.
<p>Outcome 1.2. Palestinian and Danish students of culture and media acquire new skills, qualifications and academic learning in their respective fields from their exchange experiences in Palestine and Denmark.</p> <p>Indicators:</p> <ol style="list-style-type: none"> 1. Palestinian and Danish students attest acquiring new skills in their respective fields (culture and media). 2. Level of satisfaction of Palestinian and Danish students from their academic learning experience. 3. Number of certificates acquired by Palestinian students. 		
Outputs	Key performance indicators	Activities
Output 1.2.1.: Palestinian students are granted an academic learning opportunity in Danish cultural and media academic institutes.	9. Number of Palestinian students, granted an academic learning opportunity in Danish cultural and media academic institutes, aggregated by sex and area of specialization. 10. Number of partner art and cultural media academic institutes. 11. Number of research fellowships granted. 12. Fields of research fellowships granted.	1.2.1.1. Establishment of partnerships between Palestinian and Danish cultural and media academic institutes. 1.2.1.2. Selection of Palestinian art students. 1.2.1.3. Provision of financial support.
Output 1.2.2.: Student exhibitions and public events are supported at Palestinian institutions and featured in Danish Universities.	13. Number and subject of student exhibitions and public events organized. 14. Number of visitors at exhibitions and events.	1.2.2.1. Identify Danish and Palestinian partners. 1.2.2.2. Provide financial support for the exhibitions and events. 1.2.2.3. Coordinate activities.

Outcome 1.3. Scaling up encounters centered on fostering cultural awareness and understanding between Palestinians and Danes

Indicators:

1. Percentage increase in the number of encounters centered on fostering cultural awareness and understanding between Palestinians and Danes.
2. Nature of encounters.
3. Number of audience in all encounters implemented, aggregated by nationality.

Outputs	Key performance indicators	Activities
Output 1.3.1. Regular cultural encounters are organized.	15. Number of encounters organized, aggregated by type and location. 16. Number of audience attending encounters, aggregated by sex and nationality.	1.3.1.1. Organization of Danish/Nordish regular film screenings. 1.3.1.2. Organization of couch talk events. 1.3.1.3. Organization of small evening events bringing in the Danish art and culture to the Palestinian public.
Output 1.3.2. Photo and Video Marathons in the West Bank and Gaza, as well as exhibitions in Denmark are organized.	16. Number of participants signing up in the Marathons, aggregated by sex, age, gender, location, profession, and nationality. 17. Number of photos and videos received for the Marathons. 18. Number of winners in the Marathons, aggregated by sex, age, gender, location, profession and nationality. 19. Number of audience attending exhibitions, aggregated by country.	1.3.2.1. Organization of Photo Marathons in the West Bank and Gaza. 1.3.2.2. Organization of exhibitions in Denmark of the Photo-Marathons winners from Palestine. 1.3.2.3. Organization of Video Marathons in the West Bank and Gaza. 1.3.2.4. Organization of exhibitions in Denmark of the Video-Marathons winners from Palestine.

Strategic objective 2: Strengthening the capacity of Palestinian civil society organizations contributing to the freedom of expression and the cultural life in

Outcome 2.1. Palestinian cultural and media practitioners from organizational staff and independent practitioners gain technical and creative skills.

Indicators:

1. Percentage increase in technical and creative skills acquired by Palestinian cultural and media practitioners from organizational staff.
2. Level of application by staff of their new acquired skills.

Outputs	Key performance indicators	Activities
Output 2.1.1.: Trainings in specialized cultural and media topics organized.	20. Number of trainings organized, aggregated by topic. 21. Number of training hours. 22. Number of participants in trainings, aggregated by sex and geographical representation. 23. Degree of trainees' satisfaction from the training content and management.	2.1.1.1. Selection of trainees. 2.1.1.2. Assessment of training needs. 2.1.1.3. Organization of training sessions. 2.1.1.4. Evaluation of trainings.

Output 2.1.2. Sponsored investigative media initiatives by Palestinian journalists.	24. Number of investigative media initiatives supported.	2.2.2.1. Establish partnership with a technical training partner. 2.2.2.2. Offering technical support and guidance for Palestinian journalists 2.2.2.3. Organization of award ceremony and screening/presentation of productions.
---	--	---

Outcome 2.2. Enhanced archiving and documentation systems at cultural organizations and museums are accessible to the public

Indicators:

1. Number of students, practitioners, academic, etc, employing the developed systems.

Outputs	Key performance indicators	Activities
Output 2.2.1. Trainings in skills related to archiving and library management organized.	25. Number of trainings organized, aggregated by topic. 26. Number of training hours. 27. Number of participants in trainings, aggregated by sex and geographical representation. 28. Degree of trainees' satisfaction from training content and management.	2.2.1.1. Establish partnership with a technical danish partner. 2.2.1.2. Identify Palestinian organizations interested in developing their archives and documentation systems and based on needs assessment. 2.2.1.3. Organization of training. 2.2.1.4. Evaluation of training
Output 2.2.2.: Libraries, as well as manual and digital archiving systems are developed.	29. Number of cultural organizations and museums supported. 30. Number and type of new systems developed. 31. Degree of satisfaction by organizations from the developed systems.	2.2.3.1. Provide equipments for cultural organizations and museums. 2.2.3.2. Provide technical support to preserve, develop, manage and digitize the archives and make them accessible to public. 2.2.3.3. Evaluation of satisfaction by organizations from the developed systems.

Outcome 2.3. Enhanced capacities of Palestinian entrepreneurs, particularly women, working in traditional crafts to access local and Danish markets.

Indicators:

1. Number of networks established by Palestinian entrepreneurs with Palestinian and Danish institutions and markets to market their crafts.
2. Number of new designed products made by Palestinian entrepreneurs (aggregated by sex and geographical representation).
3. Number of products sold in local and international markets.
4. Number of products designed by entrepreneurs distributed to local and international markets.
5. Palestinian entrepreneurs attest that they have enhanced capacities to access local and international markets.
6. Quality of products meets standards and requirement of the Palestine Standards Institution.
7. Number of entrepreneurs that are able to obtain grants and loans from microfinance organizations.

Outputs	Key performance indicators	Activities
Output 2.3.1. A collective business venue established for entrepreneurs around Palestinian designed products.	32. Type of cultural products presented in the venue. 33. One venue established.	2.3.1.1. Prepare a feasibility plan. 2.3.1.2. Determine space for venue. 2.3.1.3. Preparation of a three-year business plan.

Output 2.3.2. Entrepreneurs access knowledge about business management, communication, finance, marketing, as well as product design and development.	34. Number of participants in the capacity building activities, aggregated by sex. 35. Percentage increase in trainees knowledge in subjects covered. 36. Level of satisfaction of trainees from training content, management and venue.	2.3.2.1. Selection of business trainers/partners. 2.3.2.2. Organization of trainings and workshops in topics of business management, communication, finance, marketing, as well as product design and development conducted in partnership with a local specialized organization. 2.3.2.3. Development of business and marketing plans. 2.3.2.4. Facilitate the contact between entrepreneurs and microfinance institutions to obtain loans or grants.
Output 2.3.3. A business mentoring network established.	37. Number of mentors and Palestinian entrepreneurs joining the network. 38. Number of partnerships established with Danish markets and institutions.	2.3.3.1. Selection of Danish business mentors. 2.3.3.2. Mentoring of Palestinian crafts-women and craftsmen by Danish mentors. 2.3.3.3. Identification of products that could be sold in Danish markets. 2.3.3.4. Establishing networks and partnerships with Danish markets and institutions.

Strategic objective 3: Strengthening DHIP's institutional performance towards achieving its mission and

Outcome 3.1. DHIP's learning process is more effective.		
Indicators:		
1. Annual reports include clear information about the progress made in realizing DHIP's outcomes and outputs.		
Outputs	Key performance indicators	Activities
Output 3.1.1.: An annual strategic review process is implemented	39. Number of strategic review sessions and retreats. 40. Number of participants at the strategic review sessions and retreats, aggregated by representation.	3.1.1.1. Preparation of periodic annual reports to be presented to the Board of Directors about the overall performance of the organization. 3.1.1.2. Organization of an annual strategic retreat for staff and board.
Output 3.1.2. A Monitoring and Evaluation system is developed and implemented.	41. Availability of an M&E system.	3.1.2.1. Development of a Monitoring and Evaluation system. 3.1.2.2. Periodic data collection about the system. 3.1.2.3. Annual review of the M&E system.

Outcome 3.2. DHIP's internal resources and outreach capacity enhanced

Indicators:

1. Number of employees who indicate professional development in specific fields related to their work, as a result of a training or guidance that they received.
2. Partners indicate greater DHIP visibility in Palestine and Denmark.
3. Percentage increase in the number of donors funding DHIP.

Outputs	Key performance indicators	Activities
Output 3.2.1. DHIP staff is qualified to perform its functions.	42. Number of training sessions organized, aggregated by type of training. 43. Number of training hours organized. 44. Level of satisfaction of trainees by the training content and management.	3.2.1.1. Annual assessment of employee's performance. 3.2.1.2. Annual assessment of training needs based on the employee's evaluation. 3.2.1.3. Developing an organizational building capacity plan and for the employee according to the needs assessment. 3.2.3.4. Organizing trainings in budget monitoring and planning, proposal writing, etc.
Output 3.2.2. Availability and sustainability of financial resources.	45. The number of new relations established with potential donors.	3.2.2.1. Developing a funding strategy. 3.2.2.2. Developing new project proposals and establishing new relations with new organizations and funders. 3.2.2.3. Organizing visits to potential donors and funding organizations.
Output 3.2.3. DHIP's operations are more visible to the public.	46. Number of articles produced about DHIP's activities and the local context, and published in local and Danish media outlets. 47. A functional and updated web page and social media platforms about DHIP.	3.2.2.2. Purchase of new equipment for the press centre. 3.2.2.3. Maintenance of the web page and social media platforms. 3.2.2.4. Hiring of communication officer. 3.2.2.5. Production and dissemination of articles and news about DHIP's activities and the local context in local and Danish media outlets.

ANNEX 3:

Action Plan (2016-2020)

Strategic objective 1: Developing Danish-Palestinian cooperation in social and cultural areas, as well as in media.

Outcome 1.1. Palestinian and Danish social and cultural practitioners and journalists exchange experience and knowledge.

Outcome 1.2. Palestinian and Danish students of culture and media acquire new skills, qualifications and academic learning in their respective fields from their exchange experiences in Palestine and Denmark.

Outcome 1.3. Scaling up encounters centered on fostering cultural awareness and understanding between Palestinians and Danes.

Outputs	Activities	2016	2017	2018	2019	2020
Output 1.1.1.: Short/long-term residencies organized for Palestinian and Danish cultural and media practitioners. Projects: 1: Writers exchange 2: Illustrators exchange 3: Merging music 4: Academic institution 7: Art to Public 9: Cultural productions 13: Journalist Exchange	1.1.1.1. Identifying partners and establishing cooperation agreements.	1: 2 Q 2: 2 Q 3: 1 Q 4: 2,3 Q 9: 1 Q 13: 2,3 Q				
	1.1.1.2. Announcement and selection of Palestinian and Danish practitioners to participate in the programme.	1: 2 Q 2: 2 Q 3: 1 Q 4: 2,3 Q 9: 1 Q 13: 2,3 Q				
	1.1.1.3. Implementation of exchange activities with Palestinian and Danish organizations.	1: 4 Q 2: 3 Q 4: 1,2,3,4 Q 9: 2 Q 13: 4 Q				
	1.1.1.3. Implementation of exchange activities with Palestinian and Danish organizations.	1: 2 Q 2: 2 Q 3: 1 Q 4: 2,3 Q 9: 1 Q 13: 2,3 Q				
	1.1.1.5. Public dissemination of productions.	1: 4 Q 2: 3 Q 4: (1,2,3,4 Q) 9: 2 Q 13: 4 Q				
	1.1.1.6. Produce publicity materials.	1: 4 Q 2: 3 Q 4: (1,2,3,4 Q) 9: 2 Q 13: 4 Q				

Outputs	Activities	2016	2017	2018	2019	2020
Output 1.1.2.: Individual and collective cultural and media productions, by Palestinian and Danish artists, groups and journalists, are supported. Projects: 7: Art go Public 9: Cultural Productions 13: Journalist exchange	1.1.2.1. Establishing partnerships with Palestinian and Danish organizations.	9: 1 Q 13: 2,3 Q				
	1.1.2.2. Identifying Palestinian and Danish artists, groups and journalists.	9: 1 Q 13: 2,3 Q				
	1.1.2.3. Provision of financial support for individual and collective cultural and media production.	9: 1 Q 13: 2,3 Q				
	1.1.2.4. Coordination of and supervision on projects' implementation.	9: 2 Q 13: 4 Q				
	1.1.2.5. Produce publicity materials.	9: 2 Q 13: 4 Q				
Output 1.1.3.: Public events and exhibitions that encourage preserving cultural heritage sites are organized for the promotion and dissemination of joint artistic work produced by Palestinian and Danish writers, illustrators, and musicians. Projects: 1: Writers exchange 2: Illustrators exchange 7: Art go Public 8: Living History	1.1.3.1. Identify nature of activities, as well as cultural heritage sites and venues to host events and exhibitions.	1: 2 Q 2: 2 Q 8: 1,2,3 Q				
	1.1.3.2. Sub-contracting technical support needed for the organization of events (sound, light, etc)	1: 3 Q 2: 2 Q 8: 2 Q				
	1.1.3.3. Supervise and coordinate the organization of activities.	1: 4 Q 2: 3 Q 8: 3 Q				
	1.1.3.4. Public dissemination of productions.	1: 4 Q 2: 3 Q 8: 3 Q				
Output 1.1.4. Danish youth students and practitioners volunteer in Palestine	1.1.4.1. Establish cooperation agreements with potential organizations in Palestine to host volunteers.	Ongoing				
	1.1.4.2. Announcement and selection of Danish volunteers to participate in the programme.	Ongoing				
	1.1.4.3. Provision of financial support for accommodation of volunteers.	Ongoing				
	1.1.4.4. Follow up of volunteers.	Ongoing				

Outputs	Activities	2016	2017	2018	2019	2020
Output 1.2.1.: Palestinian students are granted an academic learning opportunity in Danish cultural and media academic institutes. Project: 4: Academic	1.2.1.1. Establishment of partnerships between Palestinian and Danish cultural and media academic institutes.	4: 2,3 Q				
	1.2.1.2. Selection of Palestinian art students.	4: 3 Q				
	1.2.1.3. Provision of financial support.	4: 3 Q				
Output 1.2.2.: Student exhibitions and public events are supported at Palestinian institutions and featured in Danish Universities. Projects: 4: Academic	1.2.2.1. Identity Danish and Palestinian partners.	4: 2,3 Q				
	1.2.2.2. Provide financial support for the exhibitions and events.	4: 3 Q				
	1.2.2.3. Coordinate activities.	4: 3,4 Q				
Output 1.3.1. Regular cultural encounters are organized. Projects: 12: Couch talks, small events, film screenings	1.3.1.1. Organization of Danish/Nordish regular film screenings.	12: 1,2,3,4 Q				
	1.3.1.2. Organization of couch talk events.	12: 1,2,3,4 Q				
	1.3.1.3. Organization of small evening events bringing in the Danish art and culture to the Palestinian public.	12: 1,2,3,4 Q				
Output 1.3.2. Photo and Video Marathons in the West Bank and Gaza, as well as exhibitions in Denmark are organized. Projects: 15: Photo marathon (Video marathon included in photo marathon as pilot in 2016)	1.3.2.1. Organization of Photo Marathons in the West Bank and Gaza.	15: 1,2 Q				
	1.3.2.2. Organization of exhibitions in Denmark of the Photo-Marathons winners from Palestine.	15: 2,3,4 Q				
	1.3.2.3. Organization of Video Marathons in the West Bank and Gaza.	15: 1,2 Q				
	1.3.2.4. Organization of exhibitions in Denmark of the Video-Marathons winners from Palestine.	15; 2,3,4 Q				

Strategic objective 2: Strengthening the capacity of Palestinian civil society organizations contributing to the freedom of expression and the cultural life in Palestine.

Outcome 2.1. Palestinian cultural and media practitioners from organizational staff and independent practitioners gain technical and creative skills.

Outcome 2.2. Enhanced archiving and documentation systems at cultural organizations and museums are accessible to the public

Outcome 2.3. Enhanced capacities of Palestinian entrepreneurs, particularly women, working in traditional crafts to access local and

Outputs	Activities	2016	2017	2018	2019	2020
Output 2.1.1.: Trainings in specialized cultural and media topics organized. Projects: 5: Training and workshops 6: Archives and Libraries 14: Investigative journalism	2.1.1.1. Selection of trainees.	5: ,2,3 Q 6: 2,3 Q 14: 1 Q				
	2.1.1.2. Assessment of training needs.	5:1,2 Q 6: 1,2 Q 14: 1 Q				
	2.1.1.3. Organization of training sessions.	5: 2,3 Q 6: 2,3 Q 14: 1,2 Q				
	2.1.1.4. Evaluation of trainings.	5: 2,3 Q 6: 2,3 Q 14: 1,2 Q				
Output 2.2.2. Sponsored investigative media initiatives by Palestinian journalists. Projects: 14: Investigative journalism	2.2.2.1. Establish partnership with a technical training partner.	14: 1 Q				
	2.2.2.2. Offering technical support and guidance for Palestinian journalists	14: 2 Q				
	2.2.2.3. Organization of award ceremony and screening/presentation of productions.	14: 2 Q				
Output 2.2.1. Trainings in skills related to archiving and library management organized. Projects: 6: Archives and Libraries	2.2.1.1. Establish partnership with a technical Danish partner.	6: 2,3 Q				
	2.2.1.2. Identify Palestinian organizations interested in developing their archives and documentation systems and based on needs assessment.	6: 2,3 Q				
	2.2.1.3. Organization of training.	6: 2,3 Q				
	2.2.1.4. Evaluation of training	6: 2,3 Q				

Outputs	Activities	2016	2017	2018	2019	2020
Output 2.2.3.: Libraries, as well as manual and digital archiving systems are developed. Projects: 6: Archives and Libraries	2.2.3.1. Provide equipment for cultural organizations and museums.	6: 2,3 Q				
	2.2.3.2. Provide technical support to preserve, develop, manage and digitize the archives and make them accessible to public.	6: 2,3 Q				
	2.2.3.3. Evaluation of satisfaction by organizations from the developed systems.	6: 2,3 Q				
Output 2.3.1. A collective business venue established for entrepreneurs around Palestinian designed products. Projects: 10: Design in Context 11: Design reinvented	2.3.1.1. Prepare a feasibility plan.	10: 1,2 Q 11: 2,3 Q				
	2.3.1.2. Determine space for venue.	10: 2 Q 11: 3 Q				
	2.3.1.3. Preparation of a three-year business plan.	10: 3 Q 11: 4 Q				
Output 2.3.2. Entrepreneurs access knowledge about business management, communication, finance, marketing, as well as product design and development. Projects: 10: Design in Context	2.3.2.1. Selection of business trainers/partners.	10: 2 Q				
	2.3.2.2. Organization of trainings and workshops in topics of business management, communication, finance, marketing, as well as product design and development conducted in partnership with a local specialized organization.	10: 3 Q				
	2.3.2.3. Development of business and marketing plans.	10: 4 Q				
	2.3.2.4. Facilitate the contact between entrepreneurs and microfinance institutions to obtain loans or grants.	10: 2,3,4 Q				

Outputs	Activities	2016	2017	2018	2019	2020
Output 2.3.3. A business mentoring network established. Projects: 10: Design in Context	2.3.3.1. Selection of Danish business mentors.	10: 2,3 Q				
	2.3.3.2. Mentoring of Palestinian craftswomen and craftsmen by Danish mentors	10: 3,4 Q				
	2.3.3.3. Identification of products that could be sold in Danish markets.	10: 4 Q				
	2.3.3.4. Establishing networks and partnerships with Danish markets and institutions.	10: 4 Q				

Strategic objective 3: Strengthening DHIP's institutional performance towards achieving its mission and vision

Outcome 3.1. DHIP's learning process is more effective.

Outcome 3.2. DHIP's internal resources and outreach capacity enhanced

Outputs	Activities	2016	2017	2018
Output 3.1.1.: An annual strategic review process is implemented Projects: 16: Org. reform	3.1.1.1. Preparation of periodic annual reports to be presented to the Board of Directors about the overall performance of the organization.	16: 1,2,3,4 Q		
	3.1.1.2. Organization of an annual strategic retreat for staff and board.	16: 2,4 Q		
Output 3.1.2. A Monitoring and Evaluation system is developed and implemented. Projects: 16: Org, reform	3.1.2.1. Development of a Monitoring and Evaluation system.	16: 1,2 Q		
	3.1.2.2. Periodic data collection about the system.	16: 2,3,4 Q		
	3.1.2.3. Annual review of the M&E system.	16: 4 Q		

Outputs	Activities	2016	2017	2018
Output 3.2.1. DHIP staff is qualified to perform its functions. Projects: 16: Org, reform	3.2.1.1. Annual assessment of employee's performance.	16: 4 Q		
	3.2.1.2. Annual assessment of training needs based on the employee's evaluation.	16: 4 Q		
	3.2.1.3. Developing an organizational building capacity plan and for the employee according to the needs assessment.	16: 1 Q (based upon 2015 assessment)		
	3.2.3.4. Organizing trainings in budget monitoring and planning, proposal writing, etc.	16: 1 Q		
Output 3.2.2. Availability and sustainability of financial resources. Projects: 17: Org. reform	3.2.2.1. Developing a funding strategy.	16: 1,2 Q		
	3.2.2.2. Developing new project proposals and establishing new relations with new organizations and funders.	16: 2,3,4 Q		
	3.2.2.3. Organizing visits to potential donors and funding organizations.	16: 2,3 Q		
Output 3.2.3. DHIP's operations are more visible to the public. Projects: 17: Org. reform	3.2.2.2. Purchase of new equipment for the press centre.	16: 1 Q		
	3.2.2.3. Maintenance of the web page and social media platforms.	16: 1,2,3,4 Q		
	3.2.2.5. Production and dissemination of articles and news about DHIP's activities and the local context in local and Danish media outlets.	16: 1,2,3,4 Q		



The Danish House in Palestine
Dar Ibrahim Street, 31
P.O. Box 553
Ramallah Old City
Occupied Palestinian Territory