



Annual Report

Resilience in Adversity: A Year of Achievements Amidst Crisis
AISHA ASSOCIATION FOR WOMAN AND CHILD PROTECTION

Annual Report 2024

AISHA Association for Woman and Child Protection

1. Introduction

AISHA Association for Woman and Child Protection is a leading independent Palestinian non-profit organization dedicated to the protection, empowerment, and support of vulnerable women and children, particularly survivors of violence. With over seventeen years of distinguished experience, AISHA has become a prominent name in the field of gender-based violence (GBV) response, psychosocial support, and legal advocacy. The organization provides comprehensive services that address the psychosocial, legal, and economic needs of women and children, ensuring their access to protection, empowerment, and sustainable solutions.

Originally established in 1993 as the Women's Support and Rehabilitation Program, AISHA began as a specialized program under the Gaza Community Mental Health Program (GCMHP). Founded by Shadia Al-Sarraj, with the support of Dr. Eyad Al-Sarraj, a renowned psychiatrist and human rights advocate, the program focused on women's rights, mental health, and justice for Palestinian women. In 2009, AISHA was officially registered as an independent organization (registration no. 8136) and has since expanded its programs and impact, utilizing evidence-based intervention methodologies and internationally recognized protocols.

AISHA is distinguished by its dual approach: empowering individuals through specialized, survivor-centered services while also advocating for policy change to promote gender equality, legal reforms, and protection laws. Over the years, the organization has developed a strong presence in national and international networks, sharing knowledge, research, and experiences to highlight the challenges faced by Palestinian women under occupation, violence, and socio-economic hardships.

During 2024, a dynamic and experienced team of 87 professionals, including mental health specialists, social workers, case managers, legal advisors, project coordinators, and administrative staff, AISHA continues to innovate and lead in the field of women's protection. The organization remains committed to providing a safe space where women can share their experiences, access support, and work towards a future free from violence and discrimination.

Link including some photos of AISHA activities

https://aishawomanchildprotection-my.sharepoint.com/personal/h_muhanna_aisha_ps/_layouts/15/onedrive.aspx?id=%2Fper

[sonal%2Fh%5Fmuhanna%5Faisha%5Fps%2FDocuments%2FAISHA%27s%20Photos%20and%20Videos%20for%20Activities%20During%20the%20War&ga=1](#)

2. Vision and Mission

Vision: AISHA aspires to play a leading role in promoting gender justice and protecting and empowering vulnerable women, children and adolescents' survivors of GBV, addicted and those with disabilities to enable them to be active participants and contributors in sustainable community development.

Mission: AISHA is an independent and non-profit women Palestinian NGO with the purpose of promoting gender justice and protecting and empowering vulnerable women, children and adolescents' survivors of GBV, addicted and those with disabilities through women protection and empowerment, child and family protection, and mental health and substance abuse community - based services programs.

3. AISHA Strategic Goals

The following strategic objectives orient all AISHA activities:

Strategic Goal # 1: Vulnerable women and girls' survivors of GBV protected through coordinated, multi-sectorial and gender responsive services including case management, psychosocial support, legal counseling, court representation, economic opportunities, and referral services.

Strategic Goal # 2: Family strengthened and child/adolescent protected through caregivers' support, service delivery to children including psychological support, legal aid, remedial education, and medication; spreading the culture of positive discipline; and enhancing knowledge on SRHR.

Strategic Goals # 3: Addicted women and girls in the Gaza Strip, benefit from the delivery of integrated, quality, and evidence based mental health and substance abuse prevention and treatment services through developed AISHA Community Center.

4. Programs and Projects

AISHA Core Programs:

1. **Women's Protection and Empowerment Program:** Provides comprehensive services, including safe spaces, legal aid, and psychosocial support, to women affected by gender-based violence. With Special focus on empowering women economically through employment and training opportunities.
2. **Child and Family Protection Program:** Offers child-friendly services, parenting education, and psychosocial interventions tailored for families in crisis.
3. **Mental Health and Substance Abuse Program:** Operates Gaza's first specialized mental health clinic for women and children, delivering trauma-informed care, cognitive-behavioral therapy, and remote consultations.

5. Overview of 2024

The year 2024 was marked by unprecedented challenges due to the escalation of war in Gaza, leading to one of the most severe humanitarian crises in recent history. With over two million people displaced, families faced extreme hardships, including lack of shelter, food insecurity, limited access to healthcare, and deteriorating mental health conditions. The destruction of essential infrastructure, including hospitals, schools, and safe spaces for women and children, further exacerbated the suffering of the most vulnerable populations, particularly women, children, and survivors of gender-based violence (GBV).

Despite these overwhelming challenges, AISHA's dedicated and resilient team remained steadfast in its mission to protect and empower the most vulnerable, expanding its efforts to provide lifesaving protection services. One of the most significant interventions in 2024 was provide case management services for unaccompanied and separated children, ensuring that children who lost their families due to the conflict had access to a safe space, essential care, and psychosocial support. This efforts provided comprehensive protection services, including legal aid, mental health support, and case management, helping women and children navigate the extreme trauma they endured.

Recognizing the worsening mental health crisis, AISHA also expanded its mental health and psychosocial support (MHPSS) programs, providing mental health medication and therapy to individuals suffering from severe psychological distress. Many survivors, especially women and children, faced debilitating anxiety, depression, and post-traumatic stress disorder (PTSD) due to the war's impact. AISHA worked tirelessly to ensure that those in need had access to specialized mental health care, including medication, counseling, and community-based interventions.

Additionally, AISHA took a groundbreaking step in humanitarian response by establishing a camp for cancer patients, providing medical care, psychological support, and essential services to individuals battling cancer amid the conflict. With the healthcare system severely damaged and access to treatment becoming nearly impossible, this initiative became a lifeline for cancer patients, ensuring they received critical care, medication, and emotional support in a dignified and protective environment.

Beyond emergency response, AISHA also implemented various initiatives aimed at empowering women and children, strengthening community-based protection mechanisms, and advocating for policy changes to safeguard the rights of the most vulnerable. Through awareness campaigns, capacity-building programs, and advocacy efforts, AISHA continued to amplify the voices of survivors and push for greater humanitarian assistance and legal reforms.

Despite the overwhelming challenges, 2024 was a year that showcased AISHA's unwavering commitment, adaptability, and determination to serve the community in the most difficult times. Looking ahead, AISHA remains dedicated to expanding its impact, strengthening resilience, and advocating for a future where women and children in Gaza can live in safety, dignity, and hope.

2024 in Numbers:

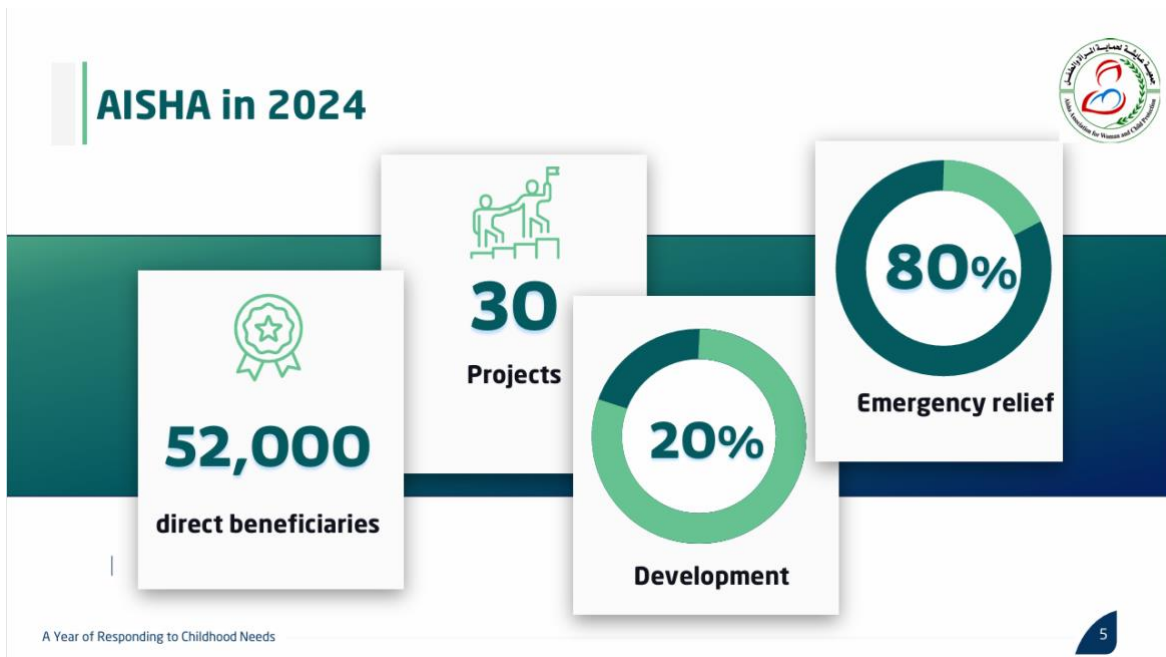
- Beneficiaries Reached: 52,000 individuals.
- Cumulative Impact (2011-2024): 1,112,060 beneficiaries.

Emergency Services Delivered:

- Food parcels: 5,291
- Hygiene kits: 4,276
- Cash assistance: around 6,000 families

Key Beneficiary Groups:

- Women: 14,358 participants in psychosocial support sessions.
- Youth: Over 65% of participants in community programs.



6. Intervention of projects Implemented in 2024

AISHA managed over 30 projects during the year, categorized into emergency relief (80%) and developmental initiatives (20%). Below are detailed highlights:

1. Protection Services

The association successfully implemented various activities within its primary programs for women's protection and empowerment, as well as the Child Protection and Family Empowerment program.

2. Safe Spaces:

Aisha Association managed to establish more than 12 safe spaces by mid-year, reaching 22 safe spaces by the end of the year, including 4 dedicated spaces for breastfeeding women. These spaces were used for various group and individual activities in displacement camps in Rafah, Deir Al-Balah, and Khan Younis. The association also partnered with institutions in Gaza City and the northern areas to implement its activities. Each safe space consisted of a large tent for group activities, two smaller tents for individual sessions and consultations, and a service area.

3. Group Psychosocial First Aid Sessions:

The association adapted its group interventions to suit displacement conditions, targeting approximately 14,358 individuals, most of whom were women. Additionally, 2,390

women and children participated in individual psychosocial first aid sessions, while 1,660 women and children attended intensive individual psychosocial support sessions.

4. Recreational Activities for Children:

AISHA organized recreational days for children in displacement camps, ranging from one-time activities to structured events, benefiting more than 8,590 children of various ages.

5. Multi-Sectoral Services for Women and Children Survivors of Violence:

AISHA provided multi-sectoral services to more than 4,491 beneficiaries (including 3,895 women and 596 children). These included women who were heads of households, widows, former detainees, injured women, cancer patients, women with disabilities, orphans, and children separated from their families in need of alternative care. Services offered to case management beneficiaries included medical services (medications, laboratory tests, X-rays, medical diagnoses, and clinic referrals), provision of eyeglasses, assistive tools, water and sanitation services, shelter, protection, and legal services—all based on individual needs assessments.

6. Legal Aid: Despite court closures and the challenges women face in accessing justice, the association continued to provide legal services, including:

- Legal consultations: 991 cases. Issuance of official documents: Such as birth certificates, ID cards, marriage, and divorce documents for 361 cases.
- Family dispute mediation: 92 cases.
- Legal awareness workshops: 2,266 women participated in workshops to increase their awareness of their legal rights under personal status law.

7. Community Awareness Workshops:

Topics covered included gender-based violence, protection mechanisms, reporting abuse and sexual exploitation, complaints mechanisms, child protection, maternal and child nutrition, and sexual and reproductive health. The association targeted approximately 7,967 men, women, and children through these workshops.

8. Service Providers Training:

Training was provided to 287 service providers on gender-based violence, psychosocial first aid, child protection, self-care, referral mechanisms, and protection from sexual exploitation and abuse. Regular clinical psychological support sessions were also conducted for Aisha Association staff, as well as case management supervision, self-care days, and training on factsheets and proposal writing.

9. Distribution of Protection Kits:

- 4,225 dignity/protection kits were distributed to women and girls.
- Sanitary pads: 2,515 women and girls received sanitary pads in coordination with UNFPA.
- Children's diapers: 4,429 children aged 1-3 years received diapers.
- Assistive tools: 192 assistive tools were purchased and distributed directly to beneficiaries despite limited resources in Gaza.
- Community Initiatives:

10. Initiatives in targeted camps aimed to enhance resilience and address emerging challenges, such as distributing beds to cancer patients in Basmat Amal camp.

11. Camp Management Training:

Training sessions for camp managers covered topics like violence, protection, reporting, community initiatives, and networking with partner institutions to bring additional services to the camps.

12. Cash Assistance Services

From the onset of the war, the association adopted cash as a rapid response mechanism to meet the needs of displaced families, especially amid border closures and increasing needs. Cash was considered the quickest and most flexible option given the massive contextual changes and the depletion of local market supplies.

- Multi-Purpose Cash Assistance: Cash assistance (including cash for protection) was distributed to approximately 6,000 displaced families. The distributed amounts adhered to the basic standards set by the Gaza Cash Working Group, ranging from 756 to 1,000 NIS per family.
- Cash-for-Work Opportunities: 294 women, many of whom were graduates in psychology and sociology, were provided with cash-for-work opportunities. These jobs enabled them to build their skills and provide psychosocial support services to displaced individuals. Moreover, these opportunities paved the way for them to secure new employment in other institutions.

7. Achievements:

AISHA achieved notable milestones in 2024, including:

Aisha Association continued to provide various services and maintain its presence on the ground, with sufficient geographic distribution to reach the targeted groups of women and children across the Gaza Strip, from the south to the north. The association activated a free hotline and open lines to receive consultations, service requests, and protection needs, in addition to facilitating access to various services amid the challenging and dangerous circumstances faced by the people of the Strip.

1. Aisha is almost the only organization that supported and stood by its team in complex circumstances, continuing to pay salaries and creating alternative plans to implement activities. These activities were adjusted to suit the conditions of war, with all professional, administrative, financial, and procurement guidelines tailored to meet the demands of the situation. On the ground, the association provided the necessary facilities, demonstrating its pride in its pioneering role in supporting women's and human rights.
2. The number of employees at AISHA is 100, 70% of whom are specialized professionals, including social workers, psychologists, psychiatrists, lawyers, nurses, administrative staff, and support personnel. These employees operate in both the southern and northern areas of the Gaza Strip, managing operations and implementing on-the-ground projects to address the needs and gaps of displaced individuals.
3. Since the beginning of the war, AISHA's offices in the northern Gaza Strip suffered damage, destruction, and theft, necessitating the opening of temporary field offices. In the southern Gaza Strip, AISHA operates from several facilities, such as the Culture and Free

Thought Association in Khan Younis, the Sahel Charitable Society in Rafah, and the Manal Association in Deir Al-Balah. Additionally, it has an independent office in Mawasi Rafah near the Red Cross, another in Al-Mashala in Mawasi Deir Al-Balah, and an office in central Deir Al-Balah on Abu Hasni Street near the World Food Program office. The association also operates in 15 displacement camps in the northern Gaza Strip, temporary offices were established at various locations, including the Al-Ataa Charitable Society, Jabalia Rehabilitation Center, Americans for Palestinian Orphans Association, and the Gaza Group Center.

4. Aisha distinguished itself by refraining from media, photography, and publication on social media, in a commitment to preserving the dignity of the nation and its citizens, especially women and children.

5. Aisha responded significantly and effectively to the urgent needs of the displaced, aiming to alleviate their suffering and protect women. Key actions included setting up mobile bathrooms, preparing and distributing bread, food, blankets, clothes, and specific needs for women such as hygiene and dignity kits, as well as food parcels.

6. Thousands of assistance requests were handled by Aisha's specialized teams, enhancing coordination mechanisms with partners to meet the vast and diverse needs that reached an indescribable scale.

7. Women's Resilience and Trust in the Association: Despite the ongoing war in Gaza, a significant challenge for a women-led organization, Aisha Association provided a unique model within Palestinian society, demonstrating that women can work under any conditions. This increased trust in the association and solidified its leading role in the community, standing by its beneficiaries in peace and war, even in the harshest circumstances. The high demand from institutions and displacement camp administrations to collaborate and provide services reflects the distinctive methodologies employed by Aisha. This led the Office of the High Commissioner for Human Rights to open a new humanitarian sector called "General Protection," inspired by Aisha's exemplary approach to war-time operations in the camps, which is now considered the best practice for addressing such difficult conditions since October 7.

8. Humanitarian Messaging: Aisha excelled in delivering purely humanitarian messages from the start of the war in every local and international meeting it attended. These messages highlighted the escalating needs, reaching the levels of hunger and thirst, and portrayed the real situation of women and children and the risks surrounding them amid the ongoing war and the lack of adequate response to their demands and needs. These circumstances have claimed the lives of tens, even hundreds, of individuals.

9. Continuity of Services Amid War: While dozens of local organizations ceased their services at the start of the war, Aisha was able to continue delivering services,

particularly psychiatric medications, assistive tools, and cash assistance. This continuity enhanced the trust of beneficiaries in the association.

10. Large-Scale Assistance: Thousands of assistance requests were addressed through Aisha's specialized teams, reinforcing coordination mechanisms with partners to meet the vast and diverse needs that reached unprecedented levels.

11. Recognition as a Leading Protection Organization: AISHA accredited as the first protection organization in the Gaza Strip, providing protection services for women and children during the war. It has received hundreds of cases referred by international and UN organizations, handling them with professionalism, expertise, and a high sense of responsibility.

4. Challenges and Solutions

AISHA faced many obstacles during the implementation of activities, which varied between logistical challenges and those related to the social and political context. The most prominent challenges include:

1. Continuous Closure of Crossings: This caused difficulties in securing essential materials and logistics needed to implement activities, especially those related to distributing parcels and aid. To overcome this, AISHA resorted to purchasing materials locally despite limited resources and ensured coordination with local suppliers to expedite operations.
2. Restrictions on Movement and Mobility: These restrictions hindered field teams from reaching some displacement areas. We enhanced the use of mobile teams and provided our services through alternative mechanisms, such as mobile psychological clinics and free hotlines.
3. Disruption of Communication and Internet Networks: This significantly impacted remote psychological services and communication with beneficiaries. To address this, we ensured communication through various applications like "Zahr" and Facebook, maintaining operational continuity as soon as connectivity was restored.
4. Social Stigma: Social stigma posed a challenge to providing psychosocial support services to women, particularly concerning mental health and gender-based violence issues. We addressed this through intensive community awareness campaigns and workshops aimed at enhancing societal awareness and acceptance.
5. Hard Weather Conditions: Especially during winter, which exacerbated the suffering of displaced individuals in tents. AISHA addressed these challenges through special

donation campaigns to provide more weather-resistant tents and distribute blankets and winter clothes to women and children.

6. Funding Shortages: Funding shortages directly impacted the continuity of some activities. To mitigate this, we submitted new funding proposals and worked on building partnerships with international and local organizations to expand funding sources.

7. Inflation and Rising Living Costs: During the implementation period, Gaza experienced a significant increase in the prices of essential goods, which affected the purchasing power of beneficiary families and raised the costs of activities. To address this challenge, AISHA increased the percentage of direct cash assistance to beneficiaries by 20%, aligning with the rise in prices to ensure the fulfillment of basic needs and maintain the impact of activities despite inflation.

8. Loss of Colleagues During Israeli Airstrikes: We faced the painful loss of some colleagues, in addition to injuries among staff and the loss of family members by others due to Israeli airstrikes, leaving a deep emotional and functional impact on the team. This created feelings of grief and loss among team members, alongside the burden of additional work to cover absent colleagues and ensure continuity of activities.

9. To address this crisis, we provided regular psychological support sessions to address trauma and alleviate stress. We also enhanced professional and psychological supervision to create a safe environment for expressing emotions and managing challenges. Tasks were redistributed flexibly to ease the workload, and solidarity was reinforced through support meetings and team-building efforts. These interventions enabled work to continue despite the harsh circumstances, showcasing the team's resilience and adaptability.

10. Staff Turnover: The association faced a major challenge with staff leaving their jobs to work for UN and international organizations offering better opportunities and benefits than those provided by local organizations. For example, international organizations offered safe accommodations for staff and their families, protected work locations through humanitarian organization signage, along with higher salaries and risk and living allowances.

11. In response, AISHA took concrete steps to ensure the stability of its workforce and enhance their sense of security. These steps included a 20% cost-of-living increase for all staff through coordination with partners and donors, as well as strengthening connections to provide essential services for employees. Additionally, transportation was secured to facilitate movement and reduce travel risks. This approach left a deeply positive impact on employees, highlighting the association's commitment to improving their living conditions and minimizing risks, thereby increasing their likelihood of staying and continuing their work with dignity and safety.

Despite these challenges, flexibility in planning and collaboration with local and international partners helped mitigate their effects and ensured the continuity of services provided to beneficiaries.

5. Future insights and steps

1. Current Financial Situation and Funding Plans: **AISHA** continues to strengthen its relationships with partners and donors, working with more than 30 donors during 2024, including new partners such as Global Giving, Madre, Aneera, Global Communities, and the Swedish development partner IM, among others. (Attached is the Association's activities and projects report for the period from October to December 2024.)

AISHA secured multiple grants from the same partners. For instance, it implemented six projects in partnership with Oxfam, covering various areas such as protection, food security, youth support, and creative interventions in humanitarian crises.

Funding types varied between unrestricted grants and project-specific grants, providing the association with greater flexibility to address diverse needs in consultation with partners, particularly amidst the ever-changing humanitarian context in Gaza.

2. Expansion of Work Areas:

AISHA expanded its scope of interventions beyond the traditional focus on protection and mental health to include other sectors such as shelter, sanitation, and food security. While these services were partially provided earlier under protection programs, the current crisis necessitated a broader response to meet pressing humanitarian needs. An example of this expansion is the establishment of the Basmat Amal Camp for Cancer Patients, in collaboration with the Basmat Amal Foundation. The camp is managed jointly to provide various services, supported by Aysha's professional team, including specialized therapists and mental health practitioners to care for patients and their families. Coordination with the Palestinian Red Crescent ensures the presence of a medical unit and an oncologist to follow up on patients' cases. Additionally, the camp features a large safe space for activities, a football field, and educational tents.

3. Developments in Capabilities:

3.1. Recruitment and Capacity Building: Job opportunities continued to attract young and qualified individuals, with youth comprising the majority of the workforce, enhancing creativity and innovation within the organization. Investments were made in staff capacity building through intensive training in protection, psychosocial support, and crisis management, resulting in improved service quality.

3.2 Strategic Partnerships: Relationships with partners and donors formed a cornerstone for operational continuity. The association aims to strengthen long-term partnerships and attract new ones. Aysha's collaboration with various organizations reinforced its leadership role in handling protection cases classified as high-priority and high-risk.

4. Short, Medium, and Long-term Planning: **AISHA** combines accumulated expertise with robust partnerships, enabling it to address the escalating challenges in Gaza. Through strategic planning, sector expansion, and institutional capacity development, the association aims to provide comprehensive and sustainable services to meet the growing humanitarian needs of the community.

- Short-term: Focused on delivering comprehensive humanitarian responses that meet the needs of displaced people and affected communities.
- Medium-term: Development of economic and social empowerment programs for youth and women, including temporary employment projects and vocational training.
- Long-term: Strengthening financial sustainability by diversifying funding sources and investing in projects with long-term impacts.

5. Key Institutional Measures and Initiatives:

Emergency Plan Activation: **AISHA** updated its work methodologies and manuals to align with emergency interventions. For example: The procurement system was revised, and an emergency procurement manual was approved by the Board of Directors, adhering to international procurement standards and donor policies.

Intervention methodologies in psychological support and protection cases were reviewed. For instance, group therapy was deprioritized at the start of the war, focusing instead on individual clinical support and providing medication for chronic and new cases, including released female prisoners and other complex cases referred to the association.

6. Focus on Non-Formal Displacement Camps: At the onset of the war, humanitarian aid was concentrated in formal government and UNRWA shelters, leaving many displaced individuals without support. The association proposed mechanisms for organizing work in non-formal camps and contributed to coordination and networking to ensure effective service delivery.

7. Adopting the Triple Nexus Approach (Development–Peace–Humanitarian Work):

This approach enables developmental planning in protracted humanitarian contexts.

6. Partnerships and Collaborations

1. AISHA maintains partnerships with approximately 50 donors, including UN agencies, international NGOs, and government funding sources such as GAC and AICED, securing between 20 and 30 grants annually. Its partners include OCHA, UNDP, Save the Children, the Swiss Agency for Development and Cooperation, UN Women, the Norwegian Refugee Council, UNRWA, PGS, Kvinna till Kvinna, and various other international organizations. Over the past two years, AISHA has received significant funding from donors who have supported its programs and activities, ensuring the sustainability of its services.

2. Coordination and Case Referrals: Coordination and partnerships form a strong pillar supporting AISHA's work in Gaza. Delivering multi-sectoral services to protect women and children's survivors of violence is at the core of this effort. The association has received no less than 300 protection case referrals monthly from international and UN organizations, as well as displacement camp administrations. These cases are referred for protection services, particularly from organizations with health clinics or those providing direct psychosocial support.

3. Capacity Building for Service Providers: AISHA has contributed to the development and capacity-building of many service providers and humanitarian workers in the protection sector and other sectors. Training sessions have focused on issues such as violence, child protection, psychosocial support mechanisms, self-care, referral pathways, and complaints systems. Aisha has also responded to partner organizations' invitations to participate in priority training sessions for the association's staff.

4. Building the Capacities of Community Committees: AISHA has worked on building the capacities of community committees managing displacement camps, providing specialized training, responding to their logistical needs, and networking them with other organizations to enhance their humanitarian response.

5. Active Membership in Humanitarian Sectors: AISHA is an active member of various humanitarian sectors, particularly the Protection Sector and its sub-groups, including the Gender-Based Violence (GBV) working group, Child Protection working group, and the Psychosocial Support (PSS) working group. Aisha is also part of newly established groups like the Legal Aid working group, Case Management working group, and the Sexual and Reproductive Health group.

6. Despite the impact of the war, which slightly affected the association's presence in sectors like education, health, and shelter, the association has worked on revitalizing its role in these areas. It continues to submit regular reports, attend coordination meetings, participate in professional discussions, and share challenges and information to improve humanitarian efforts.

7. Engagement in Policy and Coordination Meetings: AISHA has attended many high-level policy and humanitarian coordination meetings at the national level, such as:

- A meeting with the UN Humanitarian Coordinator in the Palestinian Territories.
- A meeting with the Gaza Office Director of the International Committee of the Red Cross.
- Participation in the launch of the 2025 Humanitarian Response Plan.

8. Collaboration with the Ministry of Social Development: AISHA has also participated in meetings with the Minister of Social Development in Ramallah to coordinate the distribution of humanitarian aid across northern and southern Gaza. These meetings addressed challenges and obstacles in ensuring the entry and distribution of humanitarian assistance and proposed solutions to overcome them.

These partnerships have significantly enhanced AISHA's role as a primary provider of protection and psychosocial support services for women and children in Gaza. They have also improved the effectiveness and integration of humanitarian responses with national and international efforts.

7. Initiatives of AISHA to Enhance Community Response and Staff capacity support

7.1 Advocacy Efforts and Empowerment of Refugees and Internally Displaced Persons:

1. Throughout its operations, AISHA has been actively involved in numerous initiatives and campaigns, including social, political, and legal efforts aimed at promoting women's participation in decision-making. AISHA has established several committees, including youth and women's committees, and has enhanced the involvement of men in combating violence against women. It has hosted experts in various fields and introduced exemplary models of male and youth ambassadors in the fields of violence prevention and protection of women and children.

2. AISHA, in collaboration with local partners, has succeeded in achieving amendments to local laws, such as extending custody rights for widowed women to keep their children for life unless they remarry, and granting divorced women overnight visitation rights with their children.

3. AISHA has also provided services to high-risk groups, including incarcerated women, particularly those serving long sentences or facing the death penalty, juveniles in the Al-Rabee' Institution, women struggling with addiction, and wives of addicts and psychiatric patients. Refugees constitute more than 80% of the association's targeted groups, and currently, due to the war in Gaza, displaced individuals account for 100% of the targeted beneficiaries.

4. Youth Leadership in Initiatives: The organization led seven youth initiatives implemented by young men and women from younger age groups, fostering their leadership skills. For example, the organization strengthened the role of the Masarna Youth Group through a project in partnership with Oxfam. This group consists of 50 young graduates from health faculties who organized awareness sessions on topics such as sexual and reproductive health, the importance of breastfeeding, and its impact on maternal and child health. These young people conducted educational workshops targeting women, men, and children, contributing to increased health awareness in local communities.

5. Additionally, AISHA has strengthened women's participation in managing displacement camps in Gaza and trained hundreds of camp management personnel (both men and women) on protection mechanisms for women and children while delivering humanitarian and relief services, ensuring their safety from exploitation.

7.2 Promoting Democratic Practices and Operational Capabilities:

1. **Emergency WhatsApp Groups:** Aisha established emergency WhatsApp groups from the first day of the crisis to enhance partnership in decision-making within the Board of Directors. These groups cover key areas such as financial approvals, procurement processes, and banking signatures. The Board has also delegated significant decision-making authority to the executive management, particularly for renewing contracts automatically amid challenging circumstances. This initiative reflects AISHA's ethical commitment to its workforce, which includes over 100 human rights advocates at the start of the Gaza war.
2. **Updated Methodologies and Manuals:** AISHA adapted, aligned, and developed its work methodologies and manuals to address the challenging phase. It also trained its staff to maximize the benefits delivered to the targeted beneficiaries.
3. **Self-Care Training:** Over five staff training sessions on specialized self-care were conducted to support employees, particularly after the loss of three colleagues and the injury of two others. These sessions improved psychological well-being and increased productivity.
4. **Retaining Staff Amid Challenges:** Despite funding difficulties, such as frozen or expired project contracts, Aisha managed to maintain its staff, supported by a crucial grant from the Euro-Mediterranean Foundation. This grant was instrumental in strengthening the association's resilience, preventing staff from transitioning to international organizations offering competitive opportunities, and boosting employee loyalty.
5. **Employee Redistribution and Recruitment:** To mitigate challenges, AISHA redistributed employees to new projects after their contracts ended or were frozen. Additionally, interviews were conducted to recruit new staff at the beginning of 2024, resulting in 86 new hires, with an expected total of over 120 employees by mid-2025.
6. **Operational Logistics:** AISHA worked with donors and partners to address logistical needs, such as securing transportation, renting facilities to expand service reach, and utilizing solar energy to ensure extended working hours.

7. Activation of Volunteer Youth Roles: Youth who had previously built their capacities in past projects continued to collaborate with the organization as volunteers during the crisis. These young volunteers led community awareness and advocacy activities, helping to raise awareness about gender-based violence (GBV) and protection issues.

8. Temporary Employment: AISHA facilitated temporary job opportunities for youth, particularly psychologists, social workers, teachers, and skilled craftswomen. These opportunities strengthened youth resilience and provided economic empowerment during challenging times.

9. Hiring Young Professionals: AISHA's job announcements attracted young talents and fresh energy. Currently, 64% of the institution's employees are under 35 years old (171 out of 265 staff members). This youth diversity enhanced the team's dynamism, creativity, and commitment, increasing their enthusiasm for serving displaced communities in refugee camps. As a result, the quality of services improved, and the organization became more responsive to community needs.

These initiatives reflect AISHA's resilience and adaptability, demonstrating its commitment to providing effective humanitarian responses while supporting its workforce in

8. Lessons Learnt 2024

Through implementing activities, we derived essential lessons that contributed to enhancing performance quality and improving the project's impact on the targeted community. The following are the key lessons and future plans:

1. Flexibility and Adaptability to Changing Contexts: We recognized the importance of flexible planning amid the rapid changes imposed by the political and economic conditions in Gaza. Moving forward, we will develop alternative strategies to address unexpected challenges and ensure continuity of services.

2. Strengthening Coordination with Local and International Partners: Collaboration with partner organizations proved effective in alleviating pressure and providing resources. In the future, we aim to strengthen strategic partnerships based on clear objectives to ensure sustainability and achieve tangible outcomes.

3. Developing Remote Communication Mechanisms: Communication network disruptions posed challenges to delivering psychological and social services. We plan to

invest in developing innovative technologies and diverse communication mechanisms to ensure continuous access to beneficiaries.

4. Supporting the Mental Health of Working Teams: The psychological challenges and loss of colleagues and their family members significantly affected our team. Regular psychological support sessions and professional supervision will be integrated to enhance the well-being of team members and ensure their continued efficiency.

5. Enhancing Inclusivity and Beneficiary Engagement: Involving beneficiaries in designing activities proved to contribute to a more accurate and effective response to their needs. We will adopt a broader participatory approach to ensure that activities align with the aspirations of the targeted groups, with a focus on including the most vulnerable populations.

6. Documentation and Data Analysis: Accurate documentation was found to be crucial for impact assessment. We plan to improve data collection and analysis systems to support evidence-based decision-making and enhance future planning.

7. Addressing Economic Challenges: Rising living costs and resource expenses have increased pressures. We aim to explore flexible financial solutions, including revisiting material support allocations when needed to ensure the sustainability of activities.

8. Enhancing Internal Solidarity and Team Cohesion: The loss of colleagues has left a deep psychological impact. We will enhance group psychological support activities and implement team cohesion strategies to address the effects of loss and psychological pressures.

These lessons and plans aim to build resilience, improve service delivery, and ensure the long-term sustainability of our initiatives

Conclusion

AISHA Association for Woman and Child Protection In 2024, AISHA has faced immense challenges while steadfastly advancing its mission to provide essential protection, psychosocial support, and humanitarian assistance to vulnerable populations in Gaza. The organization's resilience and adaptability have been key to its success, enabling it to continue delivering vital services despite the rapidly changing political, economic, and social landscape. Through strategic planning, strong partnerships, and a focus on inclusivity and community engagement, AISHA has not only met the immediate needs of displaced individuals and other beneficiaries but has also positioned itself as a leading organization in the humanitarian response.

The lessons learned this year highlight the importance of flexibility, innovation, and strong coordination, as well as the necessity of supporting both beneficiaries and staff in times of

crisis. AISHA's commitment to mental health support for its team, enhanced communication mechanisms, and continuous capacity building ensures that the organization remains effective and capable of addressing the complex needs of Gaza's population.

AISHA's strong network of local and international partners, including government agencies, donors, and other NGOs, has enabled it to maximize the impact of its work, reaching over 52,000 individuals in 2024 alone and providing crucial support to more than 1.1 million people since its inception. Going forward, AISHA is poised to expand its reach, strengthen its partnerships, and enhance its operational sustainability by diversifying funding sources and leveraging its accumulated expertise.

As AISHA continues to navigate the challenges of an ever-evolving humanitarian crisis, its unwavering dedication to improving lives, empowering communities, and building a brighter future for Gaza's most vulnerable populations remains at the heart of its mission. The future of AISHA is one of hope, resilience, and continued commitment to fostering a more just and supportive environment for all.