AGRICULTURAL DEVELOPMENT ASSOCIATION (PARC)

Strategic Plan 2020-2024
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At its inception, PARC relied on volunteering as the main resource and potential, utilizing local sources, self-financing, and focusing on applied research, knowledge transfer and technology.

**1983-1987**  
Voluntarism

**1988-1992**  
Development & Expanding

**1993-1999**  
Institutionalizations

Focus work and efforts on strategic planning, building organizational and legal structure after the Palestinian Authority took over.

**2000-2004**  
Capacity building

Focusing on capacity building of staff, volunteers and associations emerging from PARC

**2005-2013**  
Networking & Collations

Alliances with institutions working in the rural development sector and with private sector, broader representation in Palestinian civil society organizations within the local and regional networks

**2014-2019**

Building protection committees and directing cooperatives to build networks and partnerships at regional and international level to direct their interest to become more green and environment friendly.
In the preparation of its strategic plan for the years (2020-2024), the Agricultural Development Association (PARC) departs from a solid ground based on a thirty-seven-year work experience, during which it has passed at its beginnings of foundations based on voluntary work, then expansion and spread at the geographical and service levels, Institutional building, capacity building, networking and building alliances, leading to the development of business strategies that are capable of reading the reality, exploring the future horizons, and guarding the contingencies that may occur during the implementation of their strategic plans. The development of this strategic plan comes from the accumulation of expertise and accurate knowledge of the needs of the agricultural sector in the country, by PARC workers and volunteers, and in consultation with the target groups in its programs and projects.

The philosophy of this plan is based on working to achieve one of PARC’s strategic goal that is to increase Palestinian farmers’ resilience in their lands, protecting them from expropriation, and working to reduce settlement instability. This leads to another strategic goal of achieving food security and making qualitative changes in the structure of the agricultural sector. To achieve this goal, it is necessary to work on developing this important sector to increase the proportion of its contributions to the national economy, by providing farmers with the most modern means of development so that farmers have new experiences that make them more competitive, and resilient together. It also strengthens their role in policymaking, and identifies priorities that respond to their needs.

The work and effort of PARC is concentrated in the areas classified as (C) according to the Oslo agreement signed between the Palestine Liberation Organization (PLO) and the occupation government in 1993. These areas are most targeted by the Israeli occupation authorities for confiscation, settlement, and annexation.
During the preparation of this plan, great challenges arose before the Palestinian people in general, and in front of the Palestinian development, PARC, their supporters and partners in particular.

Among the most prominent of these challenges was what the US Secretary of State, Mike Pompeo who announced that his country no longer considers the Israeli settlements in the West Bank a «violation of international law», which means giving the occupation forces an unprecedented hand in these areas. This statement was followed by the announcement by President Donald Trump of the details of the «Deal of the Century», which, if implemented on the ground, the occupation authorities would have hands on the largest part of Area C, foremost of which is the Palestinian Jordan Valley and North of the Dead Sea, which means not only the elimination of any possibility To establish an independent Palestinian state, but to plunder the most important agricultural and pastoral areas in the occupied Palestinian territories.

These developments pose new challenges to Palestinian relief institutions and their partners, especially those operating in Area C. This entitles that not only hindering their work in those areas and depriving Palestinian farmers of the benefit of their services, but targeting them directly in order to fail and / paralyze their work.

In order to achieve this plan, and to face such challenges that may hinder its full implementation, Agricultural Relief looks forward to supporting its international partners, and to ceasing requirements that are subject to international humanitarian law and international human rights law to Palestinian civil society organizations, in order to enable them to perform their duties towards the targeted beneficiaries.

Realizing that PARC since it’s establishment to the present day, has worked in harsh conditions, and has been able to lend a helping hand to the targeted communities in. We are certain that it will be able to continue its path, and implement this strategic plan for the years (2024 - 2020) with all The difficulties and challenges that these years may endure.
Introduction

The Agricultural Development Association (PARC) was launched by a group of pioneer agronomists and farmers. It emerged from a voluntary movement. PARC was renowned for its unique presence and achievements in the Palestinian territories since the late 1970s, aimed at filling the service and developmental gaps caused by the Israeli occupation authorities, as the Civil Administration at the time deliberately deprived the Palestinians from specialized extension programs and the establishment of research centers as well as keeping abreast with the modern technologies in agriculture, in order to marginalize the Palestinian agricultural sector and break the link between the Palestinian farmers and their land with the aim of confiscating it for settlement purposes. In 1983, PARC became a pioneering organization, and took upon itself contributing to the protection of Palestinian territories from confiscation, by farming the land and reusing them, not to mention provide the deprived Palestinian farmers with the specialized technical extension program.

Since its inception, PARC realized the importance of strategic planning as a reasonable and scientific technique of work to meet the developments and direct the resources and potentials of the organization towards meeting its vision and goals. Thus, it has adopted planning as a culture and approach in all aspects of its work. It should be noted that the successive strategic plans have promoted the pioneering role of PARC and contributed that it leaves a significant imprint wherever it works in the relief and development field. This strategic plan covers 2024-2020 and it comes in a context of complex reality and indicators towards further deterioration which increases its responsibility to meet the needs and aspirations of its public. Despite of these conditions (including their current and future reactions, projections, and impacts), not to mention the threats and restraining factors facing PARC and its directions, it carries, at the same time, opportunities and responsibilities. The tasks arising from these opportunities and responsibilities are summarized in the following themes below:

1. Strengthen work towards utilizing the natural and agricultural resources to create an economic, social, and cultural capital and to invest human resources. Continue supporting the utilization and functioning of agricultural lands and water as a social resource to survive, enhance steadfastness and maintain food security.
2. Promote adopting relief and working within the system of (food safety and security, and food sovereignty) considering it a key aspect in the strategic role of the Palestinian Agricultural Sector, and encourage the traditional, household and cooperative agriculture, paying special attention to the important agriculture in terms of food security and steadfastness.
3. Continue promoting the directions aimed at protecting the farmers from the market chaos and control, and to neutralize their mechanisms and negative impacts.

4. Maximize the role and status of the cooperative approach and adopt the same as a key development and economic approach in the Palestinian agriculture. Solve the problem of fragmentation of agricultural property and collect the same under this framework.

5. Promote reorganizing the relations and efforts of powers pushing the wheel of development in Palestine in line with a developmental, sustainable and fair vision and under democratic methodology. Work within this framework on building the partnerships with the actual production powers in the rural areas and with the private production/national sector, in particular, the small-scale production sector. Utilize any partnership with various groups and levels of the private sector.

6. Develop work so as to strengthen the accumulated framing of development and social impact of the different relief programs and activities and to maximize their development memory …..etc.

7. Strengthen the efforts and focus on rooting and resettling the role of the civil society and contribute to creating a rural social movement as an inherent and significant part of the process of creating a historical democratic/progressive bloc at the national level.

8. Concentrate the work and make lobbying and advocacy to influence the agendas of funders, their priorities and conditions for the benefit of the development priorities in the Palestinian rural areas.

9. Strive to create development national alliances which represent the Palestinian society civil powers in a manner that shall strengthen steadfastness and creating a nucleus of a Palestinian national economy that is resilient.

10. Maintain the integrated development alliances as a source to achieve an integrated state of development which shall enable PARC to contribute to building the ideal model of Palestinian development.
The Strategic Plan Preparation Methodology

The methodology of preparing the strategic plan for 2024-2020 is based on the “strategic planning policy” issued by PARC in April 2007. Efforts were made to emphasize broad and effective participation of all beneficiaries, stakeholders, administrative levels of those working in the field of development through holding planning workshops in different areas based on the privacy of these areas in terms of the circumstances and challenges which negatively reflect on the nature of interventions and methods of implementation. In parallel, the beneficiaries’ groups were involved in several workshops, and meetings to evaluate the nature of interventions carried out by PARC, on the one hand, and to ensure the effectiveness of methodologies and means which guarantee maximizing the impact of these interventions and support their sustainability, on the other hand. The methodology of preparing the strategic plan included the below steps:

• Forming the strategic planning team of PARC which included the director general, the heads of departments, and the key personnel.

• Holding a number of workshops by the planning team which included different agencies working in the field of agricultural relief and development, which discussed and analyzed the reality including the internal and external environments, reviewed the vision, mission and goals of the Organization, as the observations and comments were based on concrete experiences and in-depth analysis of the various fields and methodologies of relief.

• Implementing a programmatic and institutionalized evaluation through an external consultancy to assess the institutional capacities and effectiveness of its partnerships, the level of relevance of programs with the needs of the target groups, and the effectiveness, efficiency and sustainability of these interventions and their fulfillment of the vision and objectives of PARC.

• A workshop was held for the partner institutions of PARC, where they discussed common challenges and future directions and ways to strengthen relations through activating and institutionalizing coordination and integrated work within the strategic plan that is being worked on.

• Conducting a number of internal studies to evaluate some of the experiences and methodologies such as voluntary work, cooperatives, cash crops, and development clusters to improve and develop relevant concepts and methodologies that can be part of drafting the strategic directions in the plan.
• An extensive central workshop was held in which the results of the previous phases were built upon, including the analysis of reality, review and definition of vision, mission and values of PARC, and strategic objectives, major programs and main areas of interventions were identified.
• Several planning group meetings were held to complete identifying key results, performance indicators and budgets.
• Presenting and approving the strategic plan document for the board of directors of the institution.
The Strategic framework

In its strategic planning, PARC adopted a set of principles which have guided the planning process and sketched out the plan’s features based on an understanding of the reality, challenges and possible factors and institutional capacities to bring about change. Below are these concepts:

- Contribute to the achievement of the SDGs and their connection to agriculture, especially Goal 1 (End Poverty), Goal 2 (Zero Hunger), Goal 5 (Gender Equality), Goal 6 (Clean Water and Sanitation), Goal 7 (affordable clean energy) taking into consideration the remaining 2030 goals as institutional values and practices (good health and well-being, good education, decent work and economic growth, Industry, innovation and infrastructure, etc.).
- Simulate national and sectoral plans (agriculture sector plans, water, environment, national economy, commerce, etc).
- Partnerships and alliances (owned and partner institutions along the value chain) regional and international institutions not to mention their rare components compared with other competitors which enable them to make change along the value chain taking into account that PARC cannot make the change by itself which requires restoring its network of partners and alliances based on the added value and integrated roles with the partner institutions (RWDS, Al-Reef Fair Trade, Reef Finance, Palestinian Farmers’ Union, youth development) and the local alliances (Arab Agricultural Engineers Union, Palestinian Hydrology Group) and regionally at the Arab and International areas.
A pioneering Palestinian organization committed to agricultural development, sovereignty over resources, and enhancing steadfastness, sustainable and food-secured rural communities.

A pioneer organization that strives to develop the agricultural sector, empower and organize the rural areas and strengthening its steadfastness through a distinguished professional staff, dedicated volunteers, organized community protection committees and CBOs, in a real partnership framework and best practices, and contributing to building a free and democratic society.

The values which govern the work of the organization in terms of polices and strategies, ensuring an organisational culture based on belief and hard-work:

- Transparency in the provisions of services to beneficiaries, in management of the resources, and in allowing access to information by different stakeholders
- Rights-based justice and non-discriminatory approach in the provision of services to the end beneficiaries and in dealing with the personnel.
- Volunteerism is a core value upon which PARC was established, and it contributed to its evolution to become one of the leading Palestinian civil society organizations.
- Recognizing and respecting others as one of the rules that govern the Palestinian civil society.
- Keeping updated innovation and Excellence are major values that have characterized PARC in its journey.
- Loyalty and sense of ownership as two of the most important pillars to ensure PARC’s developmental and organizational sustainability.
- Continuous self-learning as an inexhaustible source and a driving force that permitted PARC to reach and maintain this leading position within the Palestinian civil society, and the need to document all PARC’s experiences in this field.
- Community partnership has been and will remain to be one of the values that govern PARC’s work.
- Effectiveness and social accountability in the management of resources and the development of structures and systems.
Our Vision

Our Mission
The values which govern the work of the organization in terms of policies and strategies, ensuring an organizational culture based on belief and hard-work:

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- Recognizing and respecting others as one of the rules that govern the Palestinian civil society.
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Development Approach

- Based on the rights and duties, responsive to the needs, based on human rights according to the international laws and treaties with special focus on justice, protection and equality.
- The right to organization, empowerment, accountability and non-discrimination.
- Entrepreneurship especially for the disadvantaged groups (women and youth) and their potential environment.
- Develop and disseminate successful, sustainable and environmentally friendly development models based on localization and management of modern knowledge.
- Distribution of the added value to the small producers and workers, and empower them to reach the markets and learn how it functions for their best interest.
- Partnerships, networking, with local, Arab, regional and international coalitions.

Target Group

PARC operates in the rural and remote areas in the West Bank and Gaza Strip. It carries out its activities in 150-100 villages and small towns and sites distributed all around the Palestinian Territories.

Below are the groups benefitting from our work:

1. Families in the rural areas based on gender equality.
2. Farmers’ groups, grassroots and CBOs.
3. Unemployed rural persons and farmers.
4. Private sector through business, exchange of experiences and transfer of technology.
5. Local and international NGOs through coordination and joint action in mobilization, advocacy and exchange of experiences.
6. Ministries and government agencies through coordination.

Our intervention group will be guided by Linking relief, rehabilitation and development (LRRD), where:

- PARC activities will continue in the emergency and humanitarian assistance cases.
- The rehabilitation activities will be our main focus and they will mainly concentrate on poor households that have the capacity to recover from poverty and self-immunity.
- Development activities including marketing, savings, and lending.
Strategic Goals

First Strategic Goal: rural communities capable of steadfastness and development. Second Strategic Goal: sustainable and developed agricultural sector which contributes to achieving food security and increasing employment opportunities. Third Strategic Goal: empowered and supportive environment for the agricultural sector.
**First Program: Natural Resources**

**Goal of program: contribute to sustainable management of natural resources towards achieving food security and sovereignty**

Agriculture primarily depends on natural resources (land and water). It is worth noting here that the Palestinian natural resources are facing systematic and continuous attacks by the occupation and settlers to misappropriate resources and prevent the land owners from accessing and utilizing their lands. Agriculture in Palestine constitutes a significant element to the national economy, and a major source of income and food security. It has played a pivotal role in crisis and in promoting resilience, providing livelihoods and employment. The government plans have focused on the commitment to promote the management and protection of natural resources, particularly land, water and energy, and strengthening their sustainable utilization, in addition to its endeavors to preserve biodiversity.

PARC still considers this program as one of its key programs it has worked on since its inception and is still working on. The program includes five fields which all work in a complementary manner towards contributing to the achievement of the desired goal by continuing to increase the exploited areas and improve the agricultural production by providing specialized technical support and modern technologies to farmers, taking into account the efficient management of natural resources to ensure their sustainability.

The goal of the program will be achieved through PARC team efforts with small farmers and agricultural cooperatives to achieve 5 major expected results, while achieving these results requires work in a wide range of areas and diverse activities.

- **First Result:** Increased agricultural area in terms of size, productivity and accessibility.
- **Second Result:** Advanced agricultural production (plant and animal) able to compete and access the domestic and foreign markets.
- **Third Result:** Efficient management of water resources for agriculture while maintaining/preserving their growth and development.
- **Fourth Result:** Preparedness and adaptability to the impacts of climate change and environmental sanitation.
- **Fifth Result:** Specialized technical extension and broader adoption/application/use of modern farming techniques.
2 Second Program: Social and Economic Empowerment

Goal of Program: improved standard of living (creating employment opportunities and reduce poverty)

This program includes a range of interventions which will be implemented across all geographic areas, ranging from projects focused on value chain development by increasing efficiency, reducing cost and improving competitiveness, as well as projects focused on the development of women and youth and increasing their contribution to the economy, especially in the marginalized areas. The implementation methodology is based on organizing target groups and developing the capacities of cooperative and women’s associations to provide quality services to their members and increase the competitiveness of agricultural products at the local and international levels. It will also work on strengthening the capacities of associations to become active in embracing the projects of their members and facilitating their access to the entrepreneurial opportunities to improve their economic conditions.

Working towards the below five results will lead to the achievement of the Program’s goal of improving the standard of living of the target groups and promoting gender equality and justice.

First Result: more organized target groups.
Second Result: increased investment in the agricultural sector and enhanced complementarity between the agricultural sector and other sectors of the economy.
Third Result: improved access to domestic and foreign markets.
Fourth Result: a stimulating environment for innovation and entrepreneurship incubator for small and medium enterprises.
Fifth Result: increased contribution of women to agricultural development.
Third Program: Resilience

Goal of Program: promote steadfastness, emergency response and climate change mitigation and adaptation

The program will provide the elements of resilience and steadfastness of citizens in their lands through the promotion of rural communities, especially in areas C and areas adjacent to the Apartheid Wall and East Jerusalem and Gaza Strip. The interventions will include linking communities with water, sanitation and electricity promote the resilience self-reliance of poor and marginalized families, promote resilience to threats associated with climate and natural disasters and enhancing capacity to adapt to these risks and mitigate the same.

Achieving the below results will contribute to meeting the goal of this program:
First Result: promoted resilience of communities in rural and threatened areas.
Second Result: the provision of basic infrastructure and services in rural and targeted areas which increases the population›s connection to land and work.
Third Result: communities are able to respond to emergencies and adapt to and mitigate climate change.
Fourth Program: Mobilization and Advocacy

Goal of Program: strengthen the role of PARC in leading lobbying and advocacy

The program will raise awareness of PARC personnel and marginalized groups and train them on their rights and the relevant legislation and exchange experiences with those working in the same sector to improve their skills in lobbying and advocacy campaigns at two levels: improving and developing Palestinian policies and laws that support the promotion of the agricultural sector, equality and justice, protection of national products and other priority issues, while the other level is working to expose the crimes of the occupation and its practices of the lands theft and obstacles it imposes to prevent economic advancement, agriculture and access to the land. Work will be done to strengthen and activate the local partnerships with the international partnerships to exert pressure on the occupation. The program will also raise awareness and promote the values of citizenship, participation and accountability so that the target groups have a greater role in monitoring the performance of institutions.

First Result: strengthened culture and values of citizenship and accountability and target groups more aware of their rights, ways and means of social accountability and the implementation of a number of social accountability initiatives.

Second Result: a prominent and pioneering role of PARC and agricultural development and in the mobilization and effective influence.

Third Result: active and influential civil society organizations, unions and syndicates in lobbying, participation and decision-making.

Fourth Result: the occupation is more accountable to Palestinian rights.

Fifth Result: Greater support to the Palestinians’ rights.
**Fifth Program: Institutional Development**

**Goal of Program:** improve the performance of the Organization, increase its efficiency, maximize its impact and preserve its sustainability and excellence

The program will develop the capacity of PARC to enable it to achieve its vision, objectives and sustainability. The focus will be on providing a supportive working environment and developing human resource skills through ongoing training and development of bylaws and procedures, information systems, knowledge management systems, performance evaluation, development of financial performance, ability to attract and diverse the financing resources, develop the returns, property and investments of the organization, ensure complementarity among the departments and NGOs, develop the organization’s relations locally, regionally, and internationally.

Below are the results the program is expected to achieve:
First Result: qualified personnel committed to the organization, enabling environment that provides high level of satisfaction.
Second Result: High financial sustainability and efficiency in the management of resources.
Third Result: applied policies and procedures which meet the principles of good governance and best practices that support performance efficiency and effectiveness.

**Risk and Change Management Process**

To implement the Strategic Plan, PARC will develop a risk management plan at the internal and external levels for the risks which may arise during the period covered by the Plan. These risks will be identified to manage the required responses. Moreover, human resources will be developed to facilitate handling all risks as they arise and to minimize their possibility of occurrence until reaching the point of installing an early alarm system to reduce risks. PARC depends on ensuring that all actors are involved in contributing to achieving its goals as a well-established strategy, to reduce risks and respond to the emergency plans.
A strong and active Palestinian rural communities steadfast in its agricultural sector and has sovereignty over its resources.
Development Goal

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**Goal 1: Contribute to the achievement of sustainable natural resource management towards achieving food security and sovereignty.**

**Indicators**
- (20) development clusters were adapted
- Land rehabilitation of (4070) dunums that serves (1000) farmers
- Agricultural road rehabilitation and split of (110) Km in (20000) dunums that served (2000) families
- (55) Km of irrigation networks were built to serve 1100 farmer over (10000) dunums
- (300) dunums have irrigation network system that served a (100) farmers
- (61875) cups of clean water were provided to (1237) families over (6000) dunums
- (379) agricultural facilities were rehabilitated that benefited (379) farmers
- (1000) dunums were granted a certificate of safety and secure production that benefited (200) farmers
- (11) agricultural studies were conducted in the agricultural sector
- (2400) dunums of land were planted with field feed and intercropping that served 480 farmers.
- (10) campaigns of spraying and trimming have been implemented that benefited (500) families over (5000) dunums
- (238) training sessions were implemented and benefited (3750) farmers.
- (210) agricultural engineers were trained to develop the agricultural sector and provided them with (2000) farmers

**Result 1:** Increased agricultural area in terms of size, productivity and accessibility.

**Result 2:** Advanced agricultural production (plant and animal) able to compete and access the domestic and foreign markets.

**Result 3:** Efficient management of water resources for agriculture while maintaining/preserving their growth and development.

**Result 4:** Preparedness and adaptability to the impacts of climate change and environmental sanitation/health.

**Result 5:** Specialized technical extension and broader adoption/application/use of modern farming techniques.

**Areas of intervention**
- Specialized Technical extension
- Reclamation and rehabilitation of agricultural land and improvement of its productivity
- Construction of agricultural roads
- Improvement and diversification of the product for crops of interest and value added according to market requirements
- Safe food Production
- Resistance to plant pests and diseases
- Rehabilitation and disease control of livestock
- Improve strains and provide alternative feed sources
- Increased water (traditional and non-traditional) for agriculture in terms of availability, accessibility and profitability
- Improving water efficiency and increasing returns in agriculture
- Building the capacity of target groups and keeping abreast of modern technologies
- Applications of agricultural research and experiments

**Assumptions/Risks**
- Increasing levels of poverty and unemployment that limit the service provision of the most marginalized groups
- High cost of interventions for the continuous increase in the cost of production inputs (reclamation, wastewater treatment, fodder for livestock)
- Donor’s agenda and market mechanisms
- Ongoing actions and attacks by occupation forces/settlers against farmers in the so-called areas (c)
- Limiting access to local and foreign markets
- Climate change and erosion of sector profitability
- Land use, urbanization and property fragmentation
- Growing competition for water sources and deterioration in the quality of water available for agriculture
- Transboundary diseases
- Lack of research and agricultural studies centers
- Prioritizing issues and the horizontal spread
- Weak education and applied agricultural training
Development Goal: A strong and active Palestinian rural communities steadfast in its agricultural sector and has sovereignty over its resources

Goal 2: improved standard of living (creating employment opportunities and reduce poverty)

**Indicators**
- Coordinating (1000) farmers in the agricultural institutions
- (30) agricultural projects were funded to support (300) farmers
- (10) memorandums of understandings were signed between private sector and institutions
- (10) local and international exhibitions were organized to promote local product
- (240) entrepreneurial projects were supported to benefit (240) youth and served a (1000) individual
- (100) farmers were rehabilitated and given organic agriculture certificate
- (110) income generating projects for women were supported

**Result 1:** more organized target groups.

**Result 2:** increased investment in the agricultural sector and enhanced complementarity between the agricultural sector and other sectors of the economy.

**Result 3:** improved access to domestic and foreign markets.

**Result 4:** A stimulating environment for innovation and entrepreneurship incubator for small and medium enterprises.

**Result 5:** increased contribution of women to agricultural development.

**Areas of intervention**
- Awareness-raising and mentoring programmes to promote collective and collaborative action
- Networking and intra-trade
- Promoting domestic economy
- Income-generating projects for individuals / groups and cooperatives
- Feasibility studies and introduction of new local and foreign markets
- Incubating agricultural economic projects for women and young

**Assumptions/ Risks**
- The absence of belief and faith in collective action
- reduce the space for civil work in Palestine with the introduction of new bodies
- The lack of successful models that encourage others
- Conflicting agendas of donors
- An environment that is not conducive to investment
- Weak competitiveness with other sectors
- Double standards in dealing with cooperatives
- Increase in production cost
- Weak applications of good governance
- Youth loss of interest in working in the Agricultural sector
Development Goal: A strong and active Palestinian rural communities steadfast in its agricultural sector and has sovereignty over its resources

Goal 3: promote steadfastness, emergency response and climate change mitigation and adaptation

Indicators
- (50) protection committees were created and were involved in capacity building training, with a total number of (575) volunteer
- (30) emergency plans were prepared with local community
- (26) social initiatives were implemented for (26) localities with total population of (50000)

Result 1: promoted resilience of communities in rural and threatened areas.

Result 2: the provision of basic infrastructure and services in rural and targeted areas which increases the population’s connection to land and work.

Result 3: communities able to respond to emergencies and adapt to and mitigate climate change.

Assumptions/Risks
- Weak value of citizenship, accountability and social responsibility
- Ongoing actions and attacks by the occupation forces, especially the escalating actions against farmers in the so-called areas (C)
- Most donors are reluctant to support capacity building programs, provide infrastructure and strengthen their capacity to respond to disasters
- Recurrent destructive impact from both nature and occupation
- Weak insurance/compensation programs and security networks
- Inability to respond due to lack of flexibility and availability of emergency funding
- Lack of coordination and specialized media in emergency management

Areas of intervention
- Humanitarian and relief campaigns internally and externally
- Strengthening community participation in needs identification, planning, implementation and evaluation
- Development of monitoring and documentation systems
- Development of public emergency response facility infrastructure
- Formation of Community protection Committees
- Capacity-building for emergency management target groups
- Emergency response infrastructure development
- Building the capacity of the general Staff and volunteers for emergency management
Development Goal: A strong and active Palestinian rural communities steadfast in its agricultural sector and has sovereignty over its resources

Goal 4: strengthen the role of PARC in leading lobbying and advocacy

Result 1: strengthened culture and values of citizenship and accountability and target groups more aware of their rights, ways and means of social accountability and the implementation of a number of social accountability initiatives.

Result 2: a prominent and pioneering role of PARC and agricultural development in the mobilization and effective influence.

Result 3: active and influential civil society organizations, unions and syndicates in lobbying, participation and decision-making.

Result 4: the occupation is more accountable to Palestinian rights.

Result 5: Greater support to the Palestinians’ rights.

Indicators
- (12) social cases (local and national) were adopted to work with (12000)
- (8) voluntary campaign (local& national) that served a (100) farmers and had (10000) volunteers
- (4) groups of international visitors being exposed to the suffering that Palestinian farmers face
- Two groups of PARC represented the Palestinian farmers in international visits
- (400) news, (12) journalistic report, (48) newsletters, (40) television winter vies, (80)

Assumptions/ Risks
- Complicated political, economic and social environment.
- Weakness in networking, coordinating and building alliances.
- Weakness in media and documentation
- Weakness in the value of volunteerism
- Increasing levels of poverty and unemployment that limit the service provision of the most marginalized groups
- High cost of interventions for the continue increase in the cost of production inputs (reclamation, wastewater treatment, fodder for livestock)

Areas of intervention
- Support and implementation of social accountability initiatives
- Awareness campaigns on rights
- Campaigns to develop and amend laws
- Studies and reports to monitor and document violations
- Local and regional partnerships and the private sector
- Monitoring violations
- Oversight of the functioning of the of the government institutions
- Local product promotion/ protection and support market access
Development Goal: A strong and active Palestinian rural communities steadfast in its agricultural sector and has sovereignty over its resources

Goal 5: improve the performance of the Organization, increase its efficiency, maximize its impact and preserve its sustainability and excellence

Indicators
- (30) staff trained
- Effective administrative and financial system
- (20%) increase in the previous funds
- Working with (5) new donors
- (4) annual reports were prepared
- (4) evaluations were conducted

Result 1: qualified personnel committed to the organization, enabling environment that provides high level of satisfaction.

Result 2: High financial sustainability and efficiency in the management of resources.

Result 3: applied policies and procedures which meet the principles of good governance and best practices that support performance efficiency and effectiveness.

Assumptions/Risks
- High level of turnover
- The sustainability of funding administrative and financial staff salaries
- Respecting and abiding by financial rules and regulations
- Having an Incentives system
- Having and applying a value matrix of rules and regulations to PARC employees
- Having a monitoring and evaluation system to measure employees’ performance and encourage excellence
- Having a well-qualified administrative staff at PARC
- Having a qualified MEAL team.

Areas of intervention
- Development programs and enhancing staff performance
- Attracting competencies in the field of finance, relationships, studies and evaluation
- Development of business systems and procedures
- Develop knowledge management systems, follow-up and evaluation
- Branches development
- promote the relationship with the public and funders
- Maximizing the institutional resources and property
- Building new relationships
- Joint programmes with local institutions and universities
- Activate media coverage