I. PARC’s Mission Statement

PARC is a leading Palestinian NGO working in the field of rural development, environment protection, and women empowerment. We offer technical assistance and support, along with extension services to individuals and organizations working in similar fields. In carrying out our projects and activities, we rely upon the active and broad grassroots participation of our beneficiaries, and, in process, develop our experts’ capabilities and improve our employees’ skills. By doing so, we aim to significantly contribute to the building of a Palestinian democratic and civil society.
events” to bridge the economical gap. Such challenges should be tackled by all to be alleviated. That’s why Palestinian social powers, led by civil society organizations and described as leaders and initiators, started to react. Once again, we find ourselves confronted with the very same challenge. Are we leaders in development and reformation? Or is our role restricted to dealing with consequences on the ground; whether created by Israeli hands or Palestinian hands we don’t belong to nor are proud of? These are big questions demanding a special kind of determination so that we don’t become victims for such consequences and keep our leading and advanced role in serving our national cause. Yet, the power that maintained our distinguished role in the heart of darkness was the agreement among all civil society organizations and their determination to be out of the game played by the Palestinian factions. Following this attitude, these organizations were able to keep an advanced role within the Palestinian community. Being one of the biggest Palestinian civil organizations, PARC proudly managed to keep its neutral role and position. Despite all difficulties, it successfully finished its annual plan and its achievements went beyond what was scheduled. Additionally, PARC managed to keep supporting private initiatives in the rural sector; where we launched the new initiative in supporting the microfinance sector. It also kept its cooperation with actors in development and coordinated with them to establish the first Palestinian coalition constituted from various organizations. For the upcoming years, PARC has planned its programs since it has a long history of work under similar circumstances. PARC has also maintained its relationship with its gatherings and the public in spite of the disturbance which affected our homeland. Furthermore, it kept its message aiming at enhancing the struggle of our people and enabling them to exert their rights even at the time of hardships. We realize that our mission is not easy but our belief in our cause and the determination of our people drives us to take a leading position in all the issues relevant to the Palestinian community; particularly rural areas.
Message of Board of Directors

The year 2007 was a critical transformation point for the Palestinian people’s life on political, economical and social levels. The first quarter of 2007 formed a continuation of the difficult situation of 2006 in terms of the paralyzed political process and the retreat of the Palestinian Legislative Councils’ role. This whole situation continued until Mecca Agreement was reached; which brought a national unity government to light; however, there were terrible consequences represented in the in-fight and the seize of Hamas over power in Gaza Strip during June 07. Suddenly, we started talking about a fragmented country with two “regimes”. The most dangerous aspect of this situation was the break of the country’s unity. It is not possible for a people, living under such circumstances, to be strong in negotiations.

The Annapolis Summit results were weak and didn’t give Palestinians anything but some promises; while the Israelis are practicing all forms of oppression and degradation against our people in the West Bank and Gaza Strip. The closure on Gaza is still very tight and is making life very difficult. We witnessed our people in Gaza cross the borders to the Egyptian side and this explicitly describes the worsening conditions; not to mention the huge deterioration in the economical aspect and the retreat of purchasing abilities of Palestinians after the leap of prices on international level. Recently, the Palestinian economy has been paying the price for a crisis that it has never caused or controlled.

This situation is associated with a setback in social values and with the weakness of Palestinian social security networks; although the government did its best after “June
1. Review and approval of the annual plan and budget of 2007, and recommending that to the General Assembly.
2. Review and approval of the financial and administrative annual reports.
3. Endorsement of the responsibilities and scope of work of the different sub-committees within the board.
4. Revision and endorsement of the organization financial policies and regulations.
5. Approval on the decision of PARC’s executive management on establishing the union of agricultural development associations.
6. Approve the amendments on the internal MIS system and called for the meeting of the General Assembly.
7. Approval of the investment policy and activities within the organization.
8. Approve the various bank credits and facilities provided by the organization.
PARC believes in the importance of the references of organizations and the influence these references have on organizations. It also has believes and associates them with work and practice. Not only does the General Assembly and Board of Directors have this understanding, but it has penetrated in the culture of PARC and its employees in a way that ensures conformity and interaction among all components. Since this understanding is mutual between references and executive teams, these teams are keen to provide all useful tools to enable the references to have a bigger role in the development of PARC. The references have become completely involved in the life of PARC in all levels and locations.

Based on this conformity, the references of PARC held different meetings. The General Assembly held two meetings in 2007 in which the following resolutions were made:

1. Approval of the financial and administrative annual report of 2006.
2. Approval of shareholding in the newly established finance company “Reef Company for microfinance”.
3. Approval of the annual plan and budget for 2007.
4. Approval to renew the auditors contract for 2007; based on the recommendations of the Board of Directors.
5. Approval of the MIS system after making some amendments.

The Board of Directors held five meetings in 2007 in which the following important issues were tackled:
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the situation, all this stopped them from reaching their aim in solving the situation, and taking back the national government geographically.
5. Land confiscation for settlement construction and expansion, and building of the separation wall continued.
6. Annapolis conference which was held according to the Road Map principles, and not according to relevant UN resolutions did not lead to any real progress in the peace process,
7. Escalating and tightening leading to strangling people inside Gaza,
8. Total paralyses of all efforts by the associations and other democratic parties to restore unity due to sharp polarization between Fatih and Hamas.
9. Palestinians are now controlled by two governments, one in Gaza and the other one in West Bank, where both governments are unable to present a successful model of good governance.

1.2 Economical Situation
The tight closure of Gaza strip has lead to absence of primary materials and particularly the building materials in Gaza resulting in very bad impact on the capacity of the organization to implement some of the projects in the field of land reclamation and rainwater harvesting facilities. The Palestinian territories are also seriously affected by the continuous increase in the prices of oil and cereals in the international market. The people in the Palestinian territories have suffered during the second half of 2007 from a sharp increase in the prices of most of essential goods (bread, milk, meat and other food materials) which has reflected itself in a state of unrest among the population. The employees of the public sector did not receive all their belated salaries where the government did
I. Overview in Political, Economical and Social Environment During 2007

During 2007 dramatic changes took place, Palestinians at all levels faced serious challenges. The endless and hopeless negotiation process, internal conflict among the major two political parties with different political agendas, siege, repeated incursions and destruction of infrastructures by the Israeli occupation forces, have led to critical level of poverty, insecurity and high level of unemployment and the dream of living with dignity and independence at the short term has vanished.

The importance of active role of civil society and democratic movements has become more prominent where additional responsibilities and new burdens have resulted from the inconvenient situations we are living in. Marginalization and suffering of the most needy groups (women and children) increased and women assets and saving have been depleted and basic needs of children are hardly insured under the extremely high level of poverty.

The following paragraphs highlight the major events which took place in 2007 at different levels:

I.1 Political Situation

The very violent internal conflict between the authority in Ramallah and Hamas in Gaza has dominated the political scene in the Palestinian Territories. This conflict has resulted in seizure of Gaza by Hamas and the development of two separate disputing authorities in Gaza and West Bank. As a result of that Israel has announced Gaza Strip as an enemy entity and has tightened the grip of closure on Gaza including the stop or sharp reduction of fuels supply to Gaza. The escalation of Israeli Occupation Forces (IOF) atrocities against the Palestinian people in the West Bank has also continued too. The atrocities of the IOF against the Palestinian civilians are continued in spite of all talks about peace that accompanied and followed the Annapolis conference that aimed at resuming the halted peace process since more than 7 years.

All these political and security conditions have had very disastrous effects on the socio-economical conditions of the Palestinian people in the Palestinian territories that reflect itself in many socio-economic indicators. The major political events during 2007 can be summarized as follows:

1. Siege continued to be imposed on the government which was formed by Hamas as a result of the last democratic election on the international and regional level.
2. Escalation of the conflict between Fatih and Hamas has lead to internal fights and victims loss, where the Palestinian blood was shed. The unity government that was formed after Mekkeh agreement that was signed between Fatih and Hamas did not last long and collapsed after the violent confrontation between them.
3. Hamas seized over the Government in Gaza strip, and an emergency government was formed in the West Bank.
4. High polarization among citizens, for external influences because of
foreign aid related to the Dollar by 20% of its value to the shekel and other currencies.

I.3 Social Aspects
The implications of the harsh economical and political conditions in PT resulted in some serious social phenomenon, some of these are:

1. Sharp increase in children malnutrition. The percentage of children below 5 years in the Palestinian territories is high. Children from this age category who suffered from inferior weight and malnutrition about 3%.
2. High increase in citizens suffering from chronic disease
3. Decline in social affairs services
4. High increment in children dropout of schools, which reached 32% compared with year 2006 and pushed to the labor market for cheap labor.
5. Lower educational levels, due to non attendance, teacher’s strikes and road closures in West Bank and Gaza strip
6. High increment in crimes, theft and corruptions.
7. Lacking personal and property security, where as 84% of citizens lost their personal and property security.
8. Weak role of judicial system and faltering many judicial issues in front judgment.
9. The lack of courts and the rule of law, and security chaos have made citizens dependant on clans and tribes for solving disputes and conflicts. This has weakened the values of tolerance, justice and rule of law.
10. Wide spread of drug dealing, especially in Gaza strip.
11. Spreading of smuggling phenomena in Gaza strip, resulting in economical loss and the values of the people.
not yet pay these arrears completely. The dispute between the syndicates and the government regarding the payment of these arrears and the compensation for the augmentation of prices of the essential goods continues to represent an important source of social unrest. The degradation of the citizens economic conditions has lead to failure of many farmers to pay the needed financial contribution in some of the program activities and lead to delay in implementing these activities (e.g. cement pools).

1. Un-employment: Unemployment continues to be very high in spite of the slight improvement in early 2007. It is about 29.6% in the Palestinian territories with 25% in the West Bank and 39.9% in Gaza strip. After the tightening of the grip of closure and disappearance of most primary materials from the market and lack of fuel, hundreds of small workshops and transformation industries factories were closed sending another tens of thousands persons into unemployment (75,000 employees in Gaza). If we add to this the great number of persons who are outside the labor force due to illness, disabilities resulting from the Israeli atrocities and banning of supply with medicines and those who lost hope of finding jobs and no longer looking for it, then the unemployment percentage will be much higher.

2. Poverty: Poverty in the Palestinian territories continues to be very high. The Palestinian families living in poverty and extreme poverty amounts to 49.3% (30.8 are poor and 18.5% are in extreme poverty). The situation in Gaza is more catastrophic. Those who are in extreme poverty reach to 34.8% and the poor families reach 50.7% raising the percentage of poverty to 85.5%.

3. Low income of most families lead to that local authorities (village and city council) are unable to collect the fees of the public services (electricity, water, waste collection...) which reflected itself on the qualities of the delivered services.

4. Banking system disturbed by new procedures “Against Terrorism” where money transfer became difficult and the possibilities to extend these procedures to include money transfer between WB and Gaza became a nightmare.

5. During the last few months, it is clear that the Emergency Government has better understanding for the role of Local NGOs and they tried to create better working environment through repeated meetings and proper communicating channels and delegations since most member of this government are pragmatic and liberal. Despite this positive attitude, it happens that many institutions managed by Hamas have been closed.

6. Reduction of work in the economical sectors which was almost 95% in Gaza strip due to continues closure.

7. Loss of income of almost 40,000 employees in the agriculture sector, due to the closure and the inability of production exportation.

8. Total loss of national income, of almost 60%, also loss of investment of almost 15%.

9. High increase on food spending where it reached almost 62% from the total families’ income.

10. Sharp increase in prices of most of the basic needs and sharp increase on the fuel price and consequently in the cost of transportation.

11. Decline in US Dollar exchange rates, thus decreasing the committed
The work of PARC was organized under 8 sub-programs where each sub-program worked in one or more of the above mentioned areas; these sub-programs are:

1. Agricultural Extension Sub-Program
2. Women Social Program
3. Saving and Credit Sub-Program
4. Farmers Gatherings and Organizations Sub-Program
5. Youth and Voluntary Work Sub-Programs
6. Civil Society Sub-Program
7. Social Solidarity Sub-Program
8. Land Development Sub-Program

The principal thematic areas that PARC work on were:
1. Providing extension services to farmers; men and women, in the field of sustainable agriculture,
2. Work for environment protection with various sectors of the society through environmental campaigns, planting of trees, etc...
3. Work for increasing the surface areas of agricultural land used for both rainfed and irrigated agriculture through land reclamation of both very rocky and sloppy land in the West Bank and sandy or destroyed land by the Israeli repeated incursions in Gaza, to increase their arability.
4. Work for conservation of water resources from pollution and wasting,
5. Work for ensuring additional water resources for agricultural purposes through encouraging farmers to use marginal water; rainwater harvesting, reuse of treated wastewater, brackish water, etc.,
6. Work for the development of household economy activities, particularly with rural women,
7. Building the institutional capacity of grassroots and CBOs in the rural areas of men, women and youth and to encourage the formation of the cooperative movement that aims to promote the capacities of rural families to develop their productive and social roles in their societies and contribute more actively in the building of a strong and progressive civil society movement.
8. Working on various national issues that contribute to just peace and freedom of the Palestinian people such as campaigns against the “Occupation Separation wall, non violent resistance of occupation, electoral process, organization of international voluntary camps, working on promoting the social solidarity with the poor marginalized people.
II. Program Description

II.1 Intervention Logic

This report covers the third and last year of PARC’s core program for the Period of 2005-2007. The main objective of this program was to “Promote Integrated Rural Development in Rural Palestinian Territories (PT)”, and the overall objectives that the program contributes to are:

• Enhance Food Security & Sustainable Agricultural Development.
• Reinforcing the Sustainability of Grassroots, Syndic and Specialized Rural Organizations.
• Contribute to Strengthening of National Struggle.

To achieve the first overall objective of the program “Enhance Food Security & Sustainable Agricultural Development”, the following areas have been tackled:

• Adopting sustainable methods and techniques that are friendly and supportive to the environment
• Protecting and developing natural resources (land and water) and increase their productivity.
• Enhancing social solidarity and helping poor families in emergency situations.
• Contribute to solving the problems of the gatherings' agricultural marketing, and encouraging the intervention of private sector.

To achieve the second objectives “Reinforce the Sustainability of Grassroots, Syndic and Specialized Rural Organizations”, the following areas have been tackled:

• Supporting the establishment and strengthening of organizations, cooperatives and farmers unions.
• Supporting the establishment and enhancement of organizations, cooperative and rural women unions.
• Supporting the establishment and enhancement of organizations, cooperative and rural youth unions,
• Supporting the establishment and enhancement of organizations, cooperative and specialists’ and professionals' unions,
• Supporting the establishment and enhancement of popular committees (Wall, Solidarity, Marsad)

To achieve the third objectives “Contribute to Strengthening of National and social Struggle”, the following areas have been tackled:

• Enhancing the civil society values and activating the role of its organizations.
• Enhancing the principles of peace that is built on justice and freedom for the Palestinian People.
• Activating and enhancing the cooperation with all local relevant influential powers.
• Enhancing the values of voluntary work.
• Contributing in the formulation and implementation of policies, systems and laws.
II.3 Summary of Achievements

During 2007, the following outputs and outcomes have been achieved:

1. Reclamation of 2634 dunums of agricultural land (2.634 sq. kilometers, each dunum = 1000 m²) owned by 558 families (about 3907 inhabitants) which were threatened of being confiscated for building settlements.

2. Constructing of 79139 m² of terraces serving 1985 dunums owned by 1802 families and creation of 19784 working days in favor of 1985 workers. Also, creation of 3352 working days for different machineries.

3. Opening and rehabilitation of agricultural roads of 33 Km total length that provided easy access to about 1123 farmers (about 7861 members) to approximately 8514 Dunums of agricultural land and alternatives road. Also creation of 825 working days for different kind of machineries.

4. Increasing water storage capacity by 41890 m³ by constructing of 321 rainwater cisterns and 148 pools in favour of 765 families (about 5322 members) which provide 138597 m³ cubic meters of water, for complementary irrigation of 3018 dunums of rainfed agricultural and irrigation of 355 dunums of green houses and watering of 3250 livestock. These activities have also resulted in the creation of 37859 working days for 3340 unemployed workers.

5. Planting of 164828 seedlings in the newly reclaimed land, land affected by the wall, schools gardens and public yards in 102 locations all over the WB & Gaza.

6. Distributing of 7 tons of seeds and 11471 seedlings for 229 farmers cultivating approximately 666 dunums of agricultural land and home gardens.

7. Protecting of 2044 dunums of the reclaimed areas from wild animals and grazing by fencing them.

8. Installing and rehabilitation of 31 km of irrigation networks serving of 2339 dunums owned by 683 framers in 5 location in West bank and Gaza. This has lead to the creation of 350 working days for 43 unemployed workers.

9. Distribution of 1240 school kits for 1240 students.

10. Distribution of 1821 food baskets from poor farmers to poor families.

11. Marketing 623 tons of manufactured agricultural products to benefit 1258 Palestinian farmers and opening new markets in Europe (Andines Nature- France,
9. Work with newly graduate agronomists and vets to raise their skills and capacities to work with rural and agricultural communities on all issues of development of sustainable agricultural and rural development,

10. Working on reduction of unemployment rate in the rural area. In this context, PARC has developed the concept of “Relief for Development”. In this field PARC has managed to convince great number of donors to adopt this concept which, has permitted to implement an important number of projects for job creation in the agricultural sector.

II.2 Targeted groups and geographical Distribution

During 2007, PARC has worked with different target groups, who can be classified as direct beneficiaries (main beneficiaries) and indirect beneficiaries (secondary beneficiaries).

A) Direct beneficiaries, these are:

• Farmers of rainfed and irrigated agriculture
• Women and grassroots organizations and gatherings in the rural areas.
• Extension specialist working in rural development.
• Women saving and credit cooperatives in the rural areas
• Grassroots organizations and gatherings and farmers cooperatives in the rural areas.
• Youth and voluntary groups in the rural area
• Activists for civil society in various grassroots and NGOs organizations in the Palestinian Territories.
• Unemployed workers through job creation,
• Newly graduated agronomists, animal production and vets.

B) Indirect beneficiaries, these are:

1) Different PA’s ministries including
• Ministry of Agriculture (MOA)
• Ministry of Labor (MOL)
• Ministry of Local Governance
• Ministry of Social Affaire (MOSA)
• Ministry of Finance (MOF)
• Ministry of Interior (MOI)
• Palestinian Water Authority
• Palestinian Environment Quality (PENQA)
• Village councils and municipalities

2) Private sector including:
• Different service providers
• Local universities and research centers

3) National and international NGOs working in rural development

PARC is working in the rural areas of both West Bank and Gaza Strip, and its work has covered 80-100 communities.
<table>
<thead>
<tr>
<th>#</th>
<th><strong>Number of training courses</strong></th>
<th><strong>Target groups</strong></th>
<th><strong>Main Topics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td><strong>Female</strong></td>
<td><strong>Male</strong></td>
</tr>
<tr>
<td>1</td>
<td>273</td>
<td>3885</td>
<td></td>
</tr>
</tbody>
</table>

*Technical and managerial capacities (home gardening, food processing, feasibility study running of small generating income project, book keeping conflict resolution, computer skills, lobbying and advocacy*
12. Establishing of 435 home gardens to serve 435 rural women. These were exclusively for women to increase food production and implemented in the WB and Gaza.

13. Expanding the work in rural sanitation and reuse of the treated wastewater for irrigation purposes where 4 collective domestic wastewater treatment units have been constructed and around 100 small scale treatment plant – household level- have been constructed. The estimated treated effluent from these plants is 60,000 m3 used for home gardening and public yards.

14. Establishing of 14 youth centers and 9 folkloric groups with logistic support.

15. Providing of 70 women clubs and 4 farmers centers in West Bank and Gaza with logistic support.

16. Establishing of 42 Tawjihi class for women at 42 locations where 546 women receive their education.

17. Providing farmer’s associations and groups with loans where 35 CBOs serving around 1252 farmers received loans amounting to 750000 US$ for collective purchasing.

18. Carrying out 15 local and international voluntary campaigns including summer-camps with the participation of 6042 volunteers gathering both local and International volunteers (310 foreigners and 5732 local volunteers). In addition to arrange 4 central demonstrations against of the Separation Wall.

19. Conducting of central campaign at national level about 40 years of Israeli occupation and its negative impact on agriculture.

20. Training of 40 newly graduated agronomists for nine months in West Bank and Gaza.

21. Publications of 16 brochures and 5 pamphlet concerning agricultural best practices (Organic farming, integrated pesticide management, farming as a business, water management, food processing and marketing instruction, beekeeping...) where around 45000 copies have been printed and distributed.

22. Producing of 1 films concerning the impact of Israeli occupation on Jerusalem translated to five languages, and 137 TV and radio series focusing on developmental issues (Women rights, elections, economical crises, Separation Wall, challenges facing farmers).

23. Improving technical and managerial capacities of 70 employees through conducting of 10 training courses.

24. Conducting 436 training courses in various fields of Capacity Building: financial and administrative, small businesses management technical training: in irrigation, water resources management, wastewater management, organic farming, IPM, etc. These included individual farmers, women, and administrative committees of CBOs. The total number of trainees was 7241. Where the number represents beneficiary cases and some farmers or women might have benefited of several training courses. The following table illustrates the details of beneficiaries:
25. Conducting of 349 workshops have been conducted for different target groups, these are: 125 workshops for 2150 women, 133 workshops for 2261 farmers and 91 workshops for 1530 youth. These workshops are aiming to illustrate the concept of civil society and peaceful struggles among participants.

At outcome level, the following have been registered:

1. Development of internal policies covering:
   - Strategic planning
   - Success factors risk management
   - Key performance indicators policy
   - Quality control

2. Improving the role of three training centers (Na'im Khader Training Center, Jericho Training Center and the Gaza Center) and successfully implementing the training of newly graduated agronomists.

3. Expanding the higher education cooperation programs with 3 local universities; one in rural development implemented in coordination with Alquds University (Abu Deis), one for agricultural extension and institutional capacity building with the Alquds Open University, and the one with Bethlehem University of master degree in international cooperation and development (MICAD)

4. PARC’s Membership in national and international networks including; professional (membership in the organic farming in FAO and Arab network for sustainable agriculture development (ANSAD), specialized networks for micro credit (SANABEL) and within PNGO.

5. Marketing services the Palestinian products through certification and other quality control measured.

6. Maintaining widespread relations and coordination with more than 350 local, regional and international organizations.

7. Increasing the social, organizational and governmental credibility in PARC’s national and developmental performance which reflect itself in the wide spectrum of donor agencies (governmental and non governmental).

The total number of direct beneficiaries from PARC’s activities and projects reached 94761 of which around 53066 are females (56%) and 41694 are males (44%) and they are distributed as following:

- Assets of around 9541 rural families improved. This includes strengthening of human, social, natural, physical and financial assets; where women share around 56%.
- Capacities of 330 groups and cooperatives of farmers, women and youth improved through; infrastructure development and awareness activities. The estimated member of these groups and cooperative is around 16500 members.
- Capacities of around 3000 volunteers enhanced through various training sessions and exchange visits
- Around 62565 working days created in favor of around 5823 unemployed workers.
- Working with 3 private sector local companies for marketing agricultural products on national and international level will benefit from certifications of the local products, localization of modern techniques and experience exchange programs.
- Conducting of 10 common studies and researches with the local university and research centers of the socio –economic impact of localization of new technologies, highlight and document of best practices and exploring of new areas of intervention.
- Coordinating with ministries: Agriculture, Palestinian Water Authority, Planning and others will be insured through common capacity building programs and joint committees.
- Other relevant NGOs, who benefited from the experience and information exchange.
<table>
<thead>
<tr>
<th>Week</th>
<th>Trainees</th>
<th>Total</th>
<th>Technical and managerial capacities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>116</td>
<td>2416</td>
<td>(Organic farming, Integrated pesticide management, water rationing, farming as a business, lobbying and advocacy, conflict resolution)</td>
</tr>
<tr>
<td>3</td>
<td>47</td>
<td>940</td>
<td>(computer skills, feasibility of small generating income projects, lobbying and advocacy, conflict resolution and peaceful struggles)</td>
</tr>
<tr>
<td>Total</td>
<td>436</td>
<td>3885</td>
<td>2416 940</td>
</tr>
</tbody>
</table>

7241 trainees
working NGOs in the region and all related ministries at branch level
• Assuring participation of volunteer and local committees in designing, implementation and following up of the different planned activities
• Assuring the procurement of supplies and services that are requested, with competing costs.
• Quality control of the delivered services.

Extension workers are responsible in carrying out the planned activities according to the time table and allocated resources.

PARC has 6 offices distributed in West Bank and Gaza, these are

• Two head offices one in Ramallah and one in Gaza.
• Four branches offices, these are distributed:
  - North Branch in Jenin and it covers: Jenin, Tulkarem, Nablus, Tubas and Qalqiliya governorates,
  - Middle Branch in Ramallah and it covers: Ramallah Jerusalem, Jericho and Salfeet governorates,
  - Southern Branch in Hebron and it covers Hebron and Bethlehem.
  - Gaza Branch and it covers the Gaza Strip

All these offices are well equipped and managed by qualified team in rural development. PARC facilities are also used by other NGOs and different donors.

The main head offices in Ramallah and Gaza are connected with video conference system and it is planned to connect the other branches offices to the video system within next year

PARC also has 3 training centers located in Jericho, Alzababdah and Gaza. These centers are used for training different target groups individually or collectively including: farmers, women youth and of newly graduated agronomists.

III.2 Implementation Strategies

During 2007, the implementation strategy of the planned interventions was controlled with a set of principles and procedures which are depending mainly on:

• Harmony with national plans of the Palestinian Authority, where most of the submitted projects were supported by the related ministries (supporting letters) and in some times PARC was nominated by these ministries for specific interventions (wastewater treatment and reuse, Organic farming and certification….) which reflect the relevance, professionalism and credibility of PARC at the governmental level. Also PARC play an important role in planning and policy making at national level, where PARC as a representative for NGOs working in agriculture sector was involved in policy development.
• Networking. During 2007 PARC succeeded in submitting many proposals with national and international NGOs working in the field of rural development. PARC as a pioneering NGO in the agricultural sector lead a consortium of 4 local NGOs in implementing a project for 2 years with total budget around 6 M Euro. Also PARC succeed in signing memorandums of strategic cooperation understanding (MoU) with the Jordanian Hashmit Fund for Human resource Development, Al-Ahali Center for Community Development Israel (serving Arab communities) and Hilfswerk- Austria
III. Implementation Arrangements

During last 25 years in the field of rural development, PARC was able to develop its technical capacities and administrative system to cope with the changeable priorities and growing demands of the different target groups with all its implications and to fulfill different donors’ requirements. PARC also, as learning NGO succeeded in introducing new initiatives, successful models and in integrating the concept of different developmental approaches: link between relief, rehabilitation and development (LRRD), sustainable livelihood approach (SLA) in all its area of interventions. Lately and during 2007, PARC started to adapt the cluster approach in designing of different project.

III.1 Organizational Arrangements

PARC’s work was organized under 8 sub-programs where these sub-programs have been managed by: three technical departments and two supporting departments, these are:

1) Technical departments
   - Project and program department
   - Capacity building department
   - Lobbying and advocacy department

2) Supporting departments
   - Financial department
   - Human resource department

The sub-program management team consists of all the coordinators that were nominated by the departments that work on the different projects. The team meets on regular bases headed by the director of the sub-program, a report and recommendations are then prepared and presented to the executive committee which consists of the head of the 5 departments. At branch level (4 branches), the staff consists of branch managers and field supervisors (extension workers) who are professional and have the capacities to carry:

- Need assessment, preliminary design of intervention, execution of the planned activities, monitoring and reporting on the progress of work.
- Communicating and coordinating with local communities and other
is carried out by free and open competition for all tenderers, monitoring of the quality of the delivered services and materials were carried out by both PARC and the local committees.

- Evaluation and auditing. The majority of the implemented projects are evaluated/audited internally and/or external according to set of terms of references (ToR) prepared for this purpose. For internal evaluation, this is carried out by local staff nominated by Director General and for external evaluation/audit it is carried out by qualified external firm. The evaluation covers: relevance, efficiency, effectiveness, impact and sustainability
- Gender dimensions. All planned interventions are reviewed by the gender committee within PARC where equity and allocated budget for women are ensured and limitations and barriers facing women are minimized.

III.3 implementation Procedures

PARC deploys all efforts to carry out the planned activities through a set of producers to ensure the achievement of the planned interventions in an efficient, effective manners and obtain positive and sustainable impact of the interventions through:

III.3.1 Staff Recruitment

PARC has more than 123 employees distributed in West Bank and Gaza with wide spectrum of scientific backgrounds and long developmental experiences for executing most of the planned interventions. Usually PARC’s staff are locally assigned according to the nature of the planned interventions, and if necessary external expertise is contracted. During employment, the priority is given for women.
• Coordination with other working NGOs with special attention for sister organizations; Rural Women Development Society (RWDS), Palestinian Farmers Union (PFU) and Palestinian Youth Union (PYU) were given special attention to raise their capacities through experience exchange.

• Capacity building and strengthening of partnership (efficient participation) with CBOs, grassroots and local committees. This has been achieved through active participation during planning, implementation, monitoring and evaluation phases of different projects. Local committees which are elected and which consist of representatives of all existed CBOs and end beneficiaries at targeted villages are real partners in different phases of the project life cycle.

• Enhancing the concepts of: volunteerism and social solidarity, where the impact of these values offers the chance for many poor families and marginalized communities to get the benefit from the planned activities otherwise they were not able to pay their contribution.

• Transparency and equity. These principles and good practices are ensured at all stages of the different projects: assessments need were carried out in a participatory approach through an open workshops or focus groups representing different stakeholders at community level, announcement about the planned interventions is carried out by all possible means to ensure the publicity, selection of end beneficiaries is carried out by an elected committee and according to a set of criteria and scoring system where equal chance is given for both women and men, contracting with different service providers.
III.3.7 Tendering and procurement
This process is carried out with full transparency, publicity and equal chance for all contractors for all services. Tendering and procurement processes are controlled by funder regulations and PARC internal regulation, and in case of any contradictions, both parties agreed on certain procedures during signing of the contract.
Term of reference for services and bill of quantities for materials are prepared by the concerned technical departments, announcement in local/international newspaper about the required services and materials, and then an evaluation committee nominated by Director General carries out the evaluation process according to an evaluation grid. Then the evaluation results are announced and agreement signed with the best offer based on lower price and cost effective analysis.

III.3.8 Follow-up and Monitoring
Following and monitoring of progress in implementation are carried out at all levels and its aim to make sure of the achievement of the planned goals, outcomes and outputs at the given time with most efficient and effective ways.

At head office level, - Planning and development officer is making sure of the coherence and fulfilling of PARC goals and indicators according to the short term (annual plan) and long term (strategic plan).
- Project managers and coordinators are following and monitor the effectiveness, efficiency and risk mitigation measures taken to create best working environment among the project’s team, approve all technical and administrative arrangements including quality control procedures.

At branch level, - Branch manager and extension workers (field supervisors) are following and monitoring transparency in announcement, selection of end beneficiaries, bidding and contracting, participation of different stakeholders at village level, progress in project implementation, quality of delivered services.

III.8.9 Reporting
Periodic reporting system with clear communication channels are ensured through regular meetings and the management information system (MIS), which was developed by PARC for this purpose. MIS system can generate different progress technical and financial reports on time and according to the accessibility given for different users.
III.3.2 Project manuals preparation:
According to PARC’s internal regulations, an operational manual has to be prepared before starting of any project if the project budget exceed 30,000 US$. In this manual, one can find:

- Full description of the project including: name of funder, period, target locations.....
- Intervention logic
- Implementation preparation: announcement, selection criteria and scoring system, technical instruction and specifications, subsidy, follow-up and monitoring sheets,
- Quality control measures
- Details of handing over and exist strategies.

III.3.3 Coordination & participation with related ministries and agencies
Based on the stakeholder analyses carried out in earlier stage (during design phase), PARC tried its maximum efforts to ensure the maximum level of coordination and participation of these stakeholders. This is usually carried out through regular meetings of steering committee, workshops at all levels, information and experience exchange channels.

III.3.4 Announcement about the project
Enough time and span is given for announcement about the intended interventions ensured where different means are usually used for announcements, these are:

- Attachment of written notes at most public places
- Kick-off workshop where different stakeholders at villages’ level are invited.
- Announcement about the project by local organization women, youth, farmers centers and volunteers as well as village councils and municipalities.
- Regular field visits by PARC’s extension workers

III.3.5 Formation of local committee
During the announcement stage, an elected committee representing different local CBOs and groups is established in each location. These committees participate in announcement, application distribution, short listing of the applicants, evaluation of the applications, approval of procurement and contracting procedures and also these committees play an important role in follow-up and monitoring of delivered services.

III.3.6 Beneficiary selection
Selection of end beneficiaries is carried out in full transparency and equal chance for all applicants. Received applications are evaluated according to a set of criteria and scoring systems by PARC and local committee and after evaluation the results are announced for public. These criteria cover both technical and socio-economical dimensions where the needy/most needy people are selected.
**IV.1.3 Subcontracted services and works**

Sub-contracting is covering wide range of services and work that PARC provides. For services, external firms and individuals are contracted according to ToR prepared centrally and approved by project Board of Directors (auditing purposes), Director General (external consultant, baseline survey, evaluation…….). For work, Bills of quantities (BoQs) and technical specifications (irrigating accessories, logistic supports, construction of wastewater treatment plants…..) usually prepared centrally and contracts carried out by Director General or projects managers and branches mangers.

Procurement of these services and works varied between direct negotiation and international open tendering according to the budget.

**IV.2 Activities Planned and Implemented**

The role of PARC as a leading rural developmental organization, and under the pressure of growing demand by different target groups, PARC’s plan for 2007 was so ambitious and covering wide rang of activities. PARC was able to keep the developmental goals by the end of the day and introduce new concepts and approaches to achieve these goals.

Regarding food security and sustainable agriculture, PARC continues to provide a basket of services aiming to improve food availability, accessibility and to less extent of nutrition for the most needy families. Food baskets distribution in emergency conditions, food production from development of marginal land and home garden, increasing land productivity, generating incomes and improving marketing opportunities for rural families and unemployed workers were the main domains of our work. Enhancing best and environmental friendly practices (water rationing and reuse, safe farming, awareness activities…..) and certification was our main domain of activities for sustainable agriculture.

Regarding capacity building, our main activities were directed toward women, youth and farmers individually and collectively through targeting their groups and CBOs. At individual level, the main fields of activities are to improve their skills and capacity through awareness activities, seed money for starting of small generating income projects. At collective level, the main activities were to develop their managerial capacities and provide them with the necessary logistic supports for better communication with the surrounding environment.

> Regarding third goals, our main activities were to strengthen PARC’s role in lobbying and advocacy and unfortunately limited financial resources made available during 2007.

**IV.3 Outputs & outcomes at Sub program level**

In the following, one can find the planned and achieved outputs and outcomes at sub-programs level during 2007:

**IV.3.1 Agricultural Extension Sub-program**

This subprogram aimed at enhancing food security and sustainable agricultural in the West Bank and Gaza by adopting and promoting new techniques and methods of sustainable agriculture among farmers and extension specialist. The expected results were:

- Financial Support Provided
IV. Performance

IV.1 Means planned and used
PARC has implemented a very wide range of activities in 2007. These activities required the use of several kinds of means (equipment, video conferences, building materials, agricultural inputs,...etc.)

IV.1.1 Problems encountered during means acquisitions
The general situation in 2007 is considered as a continuation of previous period where the impact of humanitarian crisis has kept on since 2001. The problems that were encountered during the acquisition of means were related to:

- High cost of agricultural inputs. This increase was due to the lack of construction materials (Cement, Grave, Iron, Pipes, Irrigation networks accessories, Underground wells supplies and fuel. This lead to delay the implementation of some activities and shifting some activities form Gaza to West Bank (agricultural roads, fencing materials cement pools)
- The closure of Gaza boarders leads to critical shortages in availability of the necessary material.
- Limited number of contractors, who apply to the tenders because of the continuous decrease in the US dollar exchange rate and uncertainty about prices.
- Beneficiaries withdraw from the project, because of the high increase of goods and supplies prices, which lay upon them through community contribution.

IV.1.2 Equipments, works and supplies
Despite the risky and critical conditions all over PT, PARC was able to manage in acquisition of the required machineries (Bulldozer, hydraulic hammer), supplies (construction materials, pipes, fruit seedlings and seeds, pesticides, Tensiometer) and services (trainers, consultants) according to the standard procedures and regulations. The following tools used to overcome these obstacles:

- Decentralization and contracting at district level. Where part of the contracting process transferred to branch’s mangers
- Payment system. Where beneficiaries in some activities paid on cubic meters (cement pools, rainwater harvesting cisterns) or square meter (terraces) and they manage by themselves to hire or purchase the required inputs.
Main planned activities were:
- Building of capacities of women and key persons in these associations through training, workshops, exchange visits and researches and studies
- Providing of financial support for saving groups
- Initiating of income generating projects for women who are members in the saving and credit groups

A close look to the achieved output of this subprogram indicate that around 3652 women benefited from loans distribution provided through their groups (162 groups). This reality proven that women economic role of women has been improved under the current critical condition. The average percentage of achievements of the various activities is almost 150%. Lowest in the number of groups received support, 100 % and the highest was on developing of income generating project 452%

IV.3.4 Farmers Gatherings and Organizations sub-program
This subprogram also aimed at reinforcing the sustainability of grassroots, syndic and specialized rural organizations by enhancing and building the capacities of the grassroots organizations, gatherings and farmers cooperatives in the rural areas. The expected results were:

- Developing the financial and management capacities of the Palestinian farmer’s gatherings.
- Enhancing the organizational capacities of the Palestinian farmers’ gatherings.
- Providing logistical support and financial resources for the Palestinian farmers’ gatherings.

Main planned activities were:
- Building of capacities of farmers gathering members and key persons in these associations through training, workshops, and exchange visits.
- Providing subsidy to farmers’ associations for collective purchasing.
- Providing farmer’s center with logistic supports.

Lower percentage of achievements has been registered during 2007 compared with previous years where most of the planned civilities have been shifted to Palestinian Farmers Union (PFU). The average percentage of achievements of the various activities is almost 50%. Lowest in providing of logistic support, 32% and the highest was on providing farmers with subsidy for collective purchasing, 213%

IV.3.5 Youth and Voluntary Work sub-program
This subprogram aimed at reinforcing the sustainability of grassroots, syndic and specialized rural organizations and to contribute to strengthening of national struggle for independence through enhancing of youth gatherings and their leaders and to develop voluntary work groups. The expected results were:

- Rural Youth capacities are developed
- The number of institutions targeting rural youth is increased
- Youth Activation
- Farmers involved more in application of modern and safe techniques.
- Know-how and skill developed

**Main planned activities were:**

- Farm conversion to safe agriculture,
- Farms and farmers certifications
- Training of newly graduated agronomist
- Training of farmers
- Issuing of brochures, pamphlets and researches

The average percentage of achievements of the various activities is almost 100%. Lowest on TV series, 0% and the highest were on training farmers, 280%. During 2007, special attention was given to raise the capacity of PARC’s staff on certification. This was carried out through series of training courses and exchange visits to Italy, Egypt and Jordan

### IV.3.2 Women Social sub-program.

This subprogram aimed at reinforcing the sustainability of grassroots, syndic and specialized rural organizations by activating the role and status of rural women and their organization on social level. The expected results were:

- Rural women achieve their political, social and economic rights
- Strengthening the capacities of rural women organizations,
- Developing the productive role of rural women and improvement of their livelihood assets.

**Main planned activities were:**

- Conducting of training courses, workshops, exchange visits
- Supporting of foundation of small income generating projects
- Providing women clubs with logistic support
- Developing of household economy through home gardening
- Enhancing formal and informal women education programs

It is worth mentioning that PARC is still providing the Rural Women Development Society (RWDS) with highly experience and qualified staff after separation and PARC continued in providing rural women with a wide basket of services.

The average percentage of achievements of the various planned activities is almost 80%. Lowest was the starting of small generating income project, 12% and the highest was the home garden development, 213%.

### IV.3.3 Saving and Credit sub-program

This subprogram also aimed at reinforcing the sustainability of grassroots, syndic and specialized rural organizations by supporting and building the capacities and skills of women saving and credit associations in rural areas. The expected results were:

- Organizational capabilities of the saving and credit associations improved
- Financial resources of the saving and credit associations enhanced
Popular committees for social solidarity supported by local communities. Despite the fact that working in this subprogram was stopped 2006, PARC continues in providing services in emergency conditions for poor families. During 2007, 1821 food baskets have been distributed “from poor farmers to poor families” School kit (1240) distributed and adoption of 8 poor families continued.

IV.3.8 Land Development sub-program

This subprogram aimed to contribute in achieving sustainable agricultural development and food security by improving access to food of farmers working in rainfed or irrigated agriculture in rural areas. The expected results were:

- Improve arability and productivity of agricultural land
- Access to agricultural land and markets Improved
- Unemployment in rural areas reduced.

Main planned activities were:

- Training of farmers.
- Land reclamation
- Rain water harvesting
- Opening and rehabilitation of agricultural roads
- Creation of job opportunities of unemployed workers.

This program has witnessed a remarkable growing during 2007 due to actual needs of rural families. The average percentage of achievements of the various activities is almost 140%. Lowest on opening and rehabilitation of agricultural roads, 33% and the highest was on land reclamation of marginal lands, 260%
- Voluntary value is reinforced in the rural areas
- The number of institutions concerned with voluntary work increased

Main planned activities

The planned activities of youth are distributed among two subprograms, these are: Youth and Voluntary Work and Civil Society sub-programs. The planned activities were:

- Youth training on leadership and communication
- Organizing of local and international summer camps
- Providing youth centers with logistic supports
- Organizing of voluntary and solidarity campaigns
- Publishing of brochures, pamphlets and radio series.

Most of the planned civilities have been shifted to Palestinian Youth Union (PYU). The average percentage of achievements of the various activities is almost 65%. (Lowest in youth training, 17% and the highest was on providing youth centers with logistic supports, 100%)

IV.3.6 Civil Society sub-program

This program aimed to contribute in strengthening of national and social struggle by strengthening the values and culture of civil society among PARC’s staff and activists for civil society in various grassroots and NGOs organizations in the Palestinian Territories. The expected results were:

- Awareness in civil rights raised,
- Skills of activists and staff of civil society organizations enhanced.

Main planned activities were:

- Conducting of training courses and workshops
- Exchange visits
- Organizing of lobbying and advocacy campaigns
- Holding of national conferences and seminars
- Publications (brochures, pamphlets and T.V and radio series)
- Consulting services to civil society friend s committees

Civil society movements have been seriously affected by the conditions that prevailed during 2007. The average percentage of achievements of the various activities is almost 80%. Lowest on publications, 19% and the highest was on providing consultation visits, 500%

By the end of 2007 an external evaluation was carried out where the outputs and recommendation were highly considered during planning for the coming 3 years.

IV.3.7 Social Solidarity sub-program

This subprogram aimed at contribution in achieving sustainable agricultural development and food security by strengthening social solidarity of committees and groups in helping poor families. The expected results were:

- Financial and managerial capacities of social committees enhanced,
<table>
<thead>
<tr>
<th><strong>2. Women Social Program</strong></th>
<th>Reinforcing the Sustainability of Grassroots, Syndic and Specialized Rural Organizations</th>
<th>Activating the role and Status of Rural women and their organization on social level.</th>
<th>• 10 women leaders reach decision making in their communities</th>
<th>• 0 women leaders reach decision making in their communities</th>
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<tbody>
<tr>
<td></td>
<td></td>
<td>- Rural women achieve their political, social and economic rights</td>
<td>• Training of about 4465 women in various issues</td>
<td>• Training of about 1635 women in 110 training courses in various issues</td>
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<td></td>
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<td>-- Strengthening the capacities of rural women organizations,</td>
<td>• Developing 204 house gardens</td>
<td>• Developing (435) house gardens</td>
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<td></td>
<td></td>
<td>- Developing the productive role of rural women.</td>
<td>• Civic education of around 14351 women</td>
<td>• Civic education of around (10860) women through 905 workshops</td>
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<td></td>
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<td>• Supporting the foundation of 33 small income generating projects for women</td>
<td>• Supporting the foundation of (4) small income generating projects for women</td>
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<td></td>
<td></td>
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<td>• 15 women clubs furnished</td>
<td>• 14 women clubs furnished</td>
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<td>• 42 Tawjihi class established</td>
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<td><strong>3. Saving and Credit Sub-Program</strong></td>
<td>Reinforcing the Sustainability of Grassroots, Syndic and Specialized Rural Organizations</td>
<td>Supporting and building the capacities and skills of the saving and credit associations</td>
<td>• Training of about 2283 women in various issues</td>
<td>• Training of about (2100) women in various issues through (153) course.</td>
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<td></td>
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<td>- Organizational capabilities of the saving and credit associations improved,</td>
<td>• Providing financial support to Saving and Credit groups</td>
<td>• Providing financial support to (162) Saving and Credit groups amounted to 50,000 Us $</td>
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<td></td>
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<td>- Financial resources of the saving and credit associations enhanced</td>
<td>• Developing of about 807 income generating projects for women in 160 Saving and Credit groups</td>
<td>• Developing of about 3652 income generating projects for women in 162 Saving and Credit groups</td>
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<tr>
<td>1. Agricultural Extension Sub-Program</td>
<td>Enhance Food Security &amp; Sustainable Agricultural Development in PT</td>
<td>Adopting and promoting new techniques and methods of sustainable agriculture</td>
<td>-Financial Support Provided - Farmers involved more in application modern and safe techniques. -Know-how and skill developed</td>
<td>• 100 farmers receive subsidy for farm conversion</td>
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<td></td>
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<td></td>
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<td>• 300 farmers move to organic and safe agricultural produce</td>
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<td>• 40 newly graduate agronomists receive long term training</td>
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<td></td>
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<td>• 0 T.V and radio series produced</td>
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<td></td>
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<td>• 6 brochures, 4 pamphlets and 5 researches published</td>
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<td>• Training of 230 farmers in 15 training courses and on farm training</td>
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</table>
5. **Youth and Voluntary Work Sub-Programs**

- Reinforcing the Sustainability of Grassroots, Syndic and Specialized Rural Organizations.
- Contribute to Strengthening of National Struggle for Independence.
- To enhance youth gatherings & their leaders

- Rural Youth capacities are developed
  - The number of institutions targeting rural youth is increased
  - Youth Activation
  - Voluntary value is reinforced in the rural areas
  - The number of institutions concerned with voluntary work increased

- Training of about 5262 youth in communication and leadership
- Organizing of 15 local and international summer camps
- Logistic support for 14 youth centres and 13 folkloric groups
- Organizing 67 voluntary and 9 solidarity campaigns
- Publishing 12 brochures and pamphlets and emitting 150 radio and T.V series

- Training of about 940 youth in communication and leadership through 47 courses
- Organizing of 15 local and international summer camps
- Logistic support for 14 youth centres and 9 folkloric groups
- Organizing 15 voluntary and 1 solidarity campaigns
- Publishing 3 brochures and 2 pamphlets and emitting 5 radio and T.V series

- Training of about 940 youth in communication and leadership through 47 courses
- Organizing of 15 local and international summer camps
- Logistic support for 14 youth centres and 9 folkloric groups
- Organizing 15 voluntary and 1 solidarity campaigns
- Publishing 3 brochures and 2 pamphlets and emitting 5 radio and T.V series
<table>
<thead>
<tr>
<th>4. Farmers Gatherings and Organizations Sub-Program</th>
<th>Reinforcing the Sustainability of Grassroots, Syndic and Specialized Rural Organizations.</th>
<th>Enhancing and building the capacities of the farmers’ gatherings.</th>
<th>• Training for about 3420 farmers in the agricultural gatherings on farm management feasibility studies and other financial and administrative issues</th>
<th>• Training for about 936 farmers in 52 courses in agricultural gatherings on farm management feasibility studies and other financial and administrative issues</th>
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<td></td>
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<td>-Developing the financial and management capacities of the Palestinian farmers’ gatherings. -Enhancing the organizational capacities of the Palestinian farmers’ gatherings. - Providing logistical support and financial resources for the Palestinian farmers’ gatherings.</td>
<td>• Providing subsidy for farmers’ associations (150,000 €) for collective purchase</td>
<td>• Providing subsidy for 9 farmers’ associations (420000US$) for collective purchase</td>
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<td></td>
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<td></td>
<td>• Equipping and logistic support providing for 19 farmer centres</td>
<td>• Equipping and logistic support providing for 6 farmer centres</td>
</tr>
<tr>
<td>Social Solidarity Sub-Program</td>
<td>Contribute in achieving sustainable agricultural development and food security.</td>
<td>Strengthening social solidarity in helping poor families</td>
<td>• Financial and managerial capacities of social committees enhanced, -Popular committees for social solidarity supported by local communities.</td>
<td>• Distribution of 1821 food baskets to 1821 poor families, • Distribution of students kits for 1240 students • Continuing of adoption of 8 of poor families.</td>
</tr>
<tr>
<td>6. Civil Society Sub-Program</td>
<td>- Contribute to Strengthening of National and Social Struggle.</td>
<td>Strengthening the values and culture of civil society.</td>
<td>- Awareness in civil rights raised, - Skills of activists and staff of civil society organizations enhanced.</td>
<td>• 77 Training courses and 150 workshops held for civil society issues</td>
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<td>• 4 lobbying and advocacy campaigns held</td>
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<td>• 2 National conferences and seminars held</td>
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<td></td>
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<td>• Publishing of 16 brochures and pamphlets and 207 Radio and T.V series</td>
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<td>• Providing 20 consultancy visits to civil society friends committees</td>
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or in-kind in order to strengthen their sense of ownership of activities. PARC continues its policy that insists on beneficiaries contribution as efficient tools in strengthening the feeling of ownership taking into consideration the current situation and to insure that most of needy families are receiving of the support. Community contribution was reduced for activities in Gaza from 25% to 10% and in-kind contribution is favored (land reclamation, water harvesting facilities….). For WB, contribution is still in the range 20%-25%.

- Participating of targeted groups in program's implementation of which will reflect positively on the group's ownership and that would be a fundamental guarantee for the sustainable utilization of the program.
- Involvement of beneficiaries in quality control of the implemented work. While PARC is responsible for putting standards and norms, both PARC and beneficiaries have monitored and supervised the work in the field.

V.2 Appropriate Technology

All the technologies in the program framework were appropriate and very suitable to the Palestinian context. No sophisticated technologies that entail expensive maintenance were included in the program.

- Land reclamation that used some heavy machinery (leveling) and intensive labor (terracing) were appropriate to the prevailing conditions of widespread of unemployment and high poverty level.
- Rainwater harvesting cisterns and pools for both agriculture and agro-domestic purposes are actually deeply rooted in the Palestinian culture and
V. Progress Toward Sustainability

V.1 Ownership by Beneficiaries

The encouragement of the sense of ownership of the work and services provided by the program is considered one of the most important factors of sustainability during the activities design and implementations, and to strengthen the sense of ownership of individuals and society. In this respect efforts were deployed towards individuals and groups to increase their involvement, contribution and participation in all stages and decision taking mechanisms and processes. The following paragraphs show some of the examples of these:

- Involvement of beneficiaries in the planning of various projects that forms the program, by selecting the locations and activities to be conducted.
- Community contributions were taken from the beneficiaries either in cash
deeply appreciated by villagers.

V.4 Gender Issues
The program seeks to enhance the values of free competition and equality between men and women to get benefit of the services that the program gives. This program gives more attention to women and improving their access to different resources due to their vital role in the development process. Implementation arrangements seek to integrate women in all activities in making decisions. Women also represented in all projects local committees. In beneficiaries’ selection criteria, there are some criteria considering women only.

It is clear from the achieved outputs that PARC gave special attention for activities targeting women. A quick review for 2007 shows that women share of PARC’s total budget is more than 55%. Women clubs have been provided with logistic support to improve their interaction with surrounding environment. The economical role of women at household level has been improved where:
- Around 3652 women benefited from loans facilitated by PARC.
- Around 435 women have benefited from home garden development.

V.5 Institutional and managerial capacities
Institutional capacities of different target groups have been improved through awareness activities (training courses, networking consultation visits, workshops, exchange visits……). During 2007;

- Internal systems of saving and credit groups have been developed,
- Four water users associations (WUA) have been established and legally registered.
- Experience exchange with developmental NGOs working in rural areas (
their use was suitable and proved to be sustainable.
- Best use of the available resources (home gardening, food processing …) is a well known practice in rural area.

The program also include some new elements and initiatives which aim at encouraging of sustainable use of the available resources (water rationing and reuse, organic farming, certification). These intervention are accompanied with the necessary extension and training services which will insure improving of the knowledge, attitude and practices among beneficiaries.

V.3 Socio- cultural Norms & Attitudes

The program did not introduce anything in contradiction with socio-cultural norms and attitudes. The interventions in the cadre of this program increase the dependence and love to their land. Land ownership is an important cultural value for farmers and ownership of fertile land (one of the results of the program) was enhanced. Opening and rehabilitation of the agricultural roads helped in strengthen this feeling and allow farmers to develop and serve new areas.

Rain water harvesting is a deep rooted practice in the Palestinian culture and is encouraged to cover new field. The harvested rainwater from both: by cisterns and cement pools will render the agricultural work more profitable and give new perspectives for increasing the surface area of the arable land.

Participation of women in local committees and the active role given for them during program’s implementation highlight their capacities and increase their role in decision making and the degree of acceptance of their role by the local societies.

The projects implementation approaches in the cadre of this program were designed to strengthen the social solidarity and voluntary works which are
• Building the wastewater treatment plants has a great positive impact on the protection of the environment from pollution cause by the discharge of untreated wastewater in the valleys and rural areas and eventual infiltration to ground water aquifers and polluting them.
• Increase the green area (cultivated area) and its big impact on the environment and biodiversity.
• Increase the quality and availability of water for agriculture which resulted in reducing the pressure of water resources (surface water and groundwater).
• Encourage farmers to implement environmental friendly practices such as organic farming and integrated management of pesticides, the rescheduling of irrigation water using a scale tensile lead to the protection and reduce the pressure on available water resources and limited.
• Land reclamation is considered one of the important agricultural relief activities that lead to improved environment in the targeted areas since it contribute in:
  - Soil protection: the retaining wall and seedlings plants helps to prevent the soil erosion in the marginal sloping land, in addition to increasing the
Working with around 100 local committees continued where experience transfer and best practices smoothly transferred during projects implementation (on job training).

Marketing of Palestinian produce was challenged by the quality of our local product and fulfillment of international standard, building of technical and institutional capacities of farmer groups, infrastructure (olive oil mills, storage and cooling facilities, certifications) concerning quality control were remarkable during 2007.

V.6 Economical and Financial Viability

The positive economical impact of the implemented activities in cadre of this program was clear. This has been achieved by:

- The constructed facilities do not require any significant running cost and little routine maintenance is required. As a result the local community or the individual beneficiary can maintain and sustain these services.
- Cost recovery for most of the implemented activities is less than 3 years.
- Added values of most of the implemented civilities are high. For land reclamation and in most cases, the value of reclaimed areas is tripled and even more. For agriculture roads, better access and services became possible and it resulted in many cases that new opportunities and investments were made available. For construction of rain water facilities it is proven that the collected water improves significantly success cultivation and increases the possibilities for expanding of the cultivated land besides the considerable saving on water purchasing.
- Starting of small income generating projects is conditioned by the preparation of feasibility studies which ensure the financial viability and the sustainability of these interventions.
- Food production at home level (home garden or land reclamation) will increase food security and saving in expenditures. It is proven that home garden of 250-350 m2 will satisfy around 20%-25 % of family needs from safe vegetables.
- Most of the implemented activities are labor intensive and job creation for unemployed workers is one of the selection criteria highly considered in designing of projects.

V.7 Environmental protection

On PARC level, the environmental dimensions were highly considered during the designing, implementation and monitoring of the environmental impact in various evaluation processes of different interventions. The same apply for the small income generating projects subsidized by PARC, environmental protection was a fundamental criteria for approving these projects.

Most of the activities that have been implemented under this program have a positive impact on the environment, and examples of the achievements of those activities are;
Limited financial resources and delay in money transfer affect the implementation of business plan for women social subprogram.

4) Civil society subprogram
   - Limited experience at national level in civil society
   - Unenabling environment during 2007 due to the high political polarizations and absence of national agenda

5) Social solidarity
   - Contradiction between PARC principles (relief for development) and some donors where the focus was given for humanitarian aid

6) Land development subprogram
   - Lack of most materials (construction materials), supplies and fuel for project implementation in Gaza
   - Lack of seedlings in local nurseries. This was due to the newly introduced measures for the production of seedlings.
   - Destruction of Plastic houses irrigation networks (Tulkarem and in Beth Lahiya) and the reclaimed lands on Alshuja’yeh in Gaza, Burqa in Nablus and Biet Ola village in Hebron
   - Delay on project implementation due to Israeli closures.

VII. Conclusion & Recommendations
By end of 2007 and the revision carried out by PARC staff, the following recommendations can be mentioned:

- Incorporating of subprograms in specific programs (less number of subprogram) which will insure high flexibility and accountability.
- Keeping of the developmental approach of PARC toward the integrated rural development depending on; LRRD, RD, SLA, cluster approach and the necessity of community contribution.
- Developing of PARC’s internal resources.
- High level of coordination and cooperation with different stakeholders including: local committees, CBOs and national and international NGOs
capacity of water storage in the reclaimed land
- The cultivation of appropriate types of seedlings which has lead to improve vegetation of marginal land and reduce the risk of soil erosion and flooding.

VI. Obstacles
During 2007, The following challenges can be mentioned:
A) On institutional level:
- Differences and gaps between PARC capacities and the sister organizations and other working NGOs in the field of development.
- Limited number of staff covered by the core and the “project base” and the continuity in providing of extension services.
- Separation of sister organizations and complication and its impact on PARC publicity.
- Humble experience in new areas of interventions with new requirements and qualifications (Marketing, Lobbying and advocacy).
- Increase of field supervisor visits costs, because of the restrictions on movement,
- Limited capacities of the organization compared with the growing needs of different target groups and their high expectation from PARC.

B) At subprogram level:
1) Agricultural Extension subprogram:
- Limited marketing opportunities of local produce resulted from:
  - Closure by Israeli
  - High cost of the required inputs.
  - Weak economical capacities of farmers to domesticate and apply modern technologies

2) Women social subprogram:
   - Reemployment of PARC’s staff by sister organizations which affect the planned interventions targeting women subprogram

3) Saving and Credit subprogram
   - High demand of target groups of the planned interventions and high additional managerial load on the limited number of staff.
Eleventh: Directives towards the 2008 Plan

PARC celebrates its silver jubilee in 2008, therefore, it is necessary to work towards amplifying its role on all levels and occasions. PARC’s report included recommendations which will be worked on during the upcoming period.

In addition to what was included in the annual plan, PARC seeks to shed more light on the following:

1. Develop and protect the land located behind the Wall from confiscation.
2. Initiate a loan program to farmers’ agro business investments through Reef Finance Company.
3. Establish a mechanism for developing a Palestinian agricultural insurance scheme.
4. Support and enhance grassroots committees against the Wall and settlements, and pay more attention to the Jordan Valley area.
5. Enhance the mechanisms to improve the quality of Palestinian products, and license more cooperatives to develop their export capabilities quantitatively and qualitatively.
6. Enhance PARC’s long term financing
7. Support the branches and raise their capacities in various fields after the merging of the different offices in the north, middle and south.
8. Enhance the independency of Reef finance Company and Arab Agronomist Associations as specialized entities serving rural areas.
9. Activate the union of rural development associations, and ensure the required resources for this purpose.
10. Start the process of launching the commercial investment building for PARC.
11. Review PARC’s position in different coalitions to reinforce its position.
• Expanding in joint educational programs with universities and research institutions
• Relying on strategic cooperation on program base with local and external agencies.
• Preferential chances for women employment to recover this unique feature of PARC
• Special attention to be given for developmental aspects in Gaza and Jerusalem.
• Strengthening of decentralization and building the capacities of branches on fundraising
• Improving “Reef” lending capacities to fill the gab and enhance groups portfolios and collective purchasing schemes through cooperatives
• Improving marketing capacities- quality measures- of local produce and opening of new markets
• Creation of successful models and new initiatives.
• Enhancing and development of local alternatives of agriculture inputs (quality and quantity).
• Enhancing the agriculture sector role through initiation of an agricultural insurance system against natural disasters.