### West Bank
P.O.Box: 25128  Shu’fat Jerusalem  
Email: parc@pal-arc.org  
Email: parc@parc.ps  
www.pal-arc.org  
www.parc.ps

### Gaza
P.O.Box: 225 Gaza  
Email: parc-gaza@pal-arc.org  
Email: parc-gaza@parc.ps

<table>
<thead>
<tr>
<th>Branch</th>
<th>Tel</th>
<th>Fax</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head Office</td>
<td>02 296 38 40</td>
<td>02 296 38 50</td>
</tr>
<tr>
<td>Head Office - Gaza</td>
<td>08 280 50 41/2/3</td>
<td>08 280 50 39</td>
</tr>
<tr>
<td>Middle Branch - Ramallah</td>
<td>02 295 26 50</td>
<td>02 295 26 50</td>
</tr>
<tr>
<td>Jerusalem Office</td>
<td>02 583 38 18</td>
<td>02 583 18 98</td>
</tr>
<tr>
<td>Jericho Office</td>
<td>02 232 72 96</td>
<td>02 232 72 98</td>
</tr>
<tr>
<td>Saflit Office</td>
<td>09 251 52 20</td>
<td>09 251 52 20</td>
</tr>
<tr>
<td>North Branch - Al-Zababdeh</td>
<td>04 251 04 62</td>
<td>04 252 04 61</td>
</tr>
<tr>
<td>Nablus Office</td>
<td>09 238 09 12</td>
<td>09 238 09 12</td>
</tr>
<tr>
<td>Tulkarem Office</td>
<td>09 267 59 44</td>
<td>09 267 59 44</td>
</tr>
<tr>
<td>Azzoun Office</td>
<td>09 290 08 74</td>
<td>09 290 08 74</td>
</tr>
<tr>
<td>South Branch - Hebron</td>
<td>02 229 45 85</td>
<td>02 229 02 88</td>
</tr>
<tr>
<td>Bethlehem</td>
<td>02 277 08 12</td>
<td>02 275 03 88</td>
</tr>
</tbody>
</table>
Who We Are

The Agricultural Development Association (PARC) is a leading Palestinian non-profit, non-governmental organization involved in rural development and women’s empowerment. PARC provides advice, awareness support, services, and special consultancies for individuals, groups, and institutions involved in similar domains. PARC relies on the broad and efficient participation of its beneficiaries, and moreover, on developing the qualifications of its experts to better benefit and develop a democratic Palestinian civil society.

General Goal

To Contribute In Achieving Sustainable And Integrated Rural Development

A Policy of Quality

“We do what we say and ensure the quality of our work”

A policy of quality is identified at PARC as the adherence by management and staff to providing technically distinguished development services (In the approach and professional sense) Such services spring from the needs and expectations of the marginalized rural communities extending from their living humanitarian, and environmental prospects and in line with best utilization of available resources. PARC seeks to provide services through a permanent and developed system of administration focusing on staff, and maintaining team and voluntary spirit.
## Board of Directors

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rawya Al-Shawwa</td>
<td>Gaza</td>
<td>President</td>
</tr>
<tr>
<td>Sahab Shaheen</td>
<td>Nablus</td>
<td>Vice President</td>
</tr>
<tr>
<td>Issam Abu Al-Hajj</td>
<td>Ramallah</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Abdel Razzaq Salameh</td>
<td>Gaza</td>
<td>Secretary</td>
</tr>
<tr>
<td>Juda Al-Jamal</td>
<td>Jerusalem</td>
<td>Member</td>
</tr>
<tr>
<td>Abla Nasser</td>
<td>Ramallah</td>
<td>Member</td>
</tr>
<tr>
<td>Jamal Ed-Dadah</td>
<td>Gaza</td>
<td>Member</td>
</tr>
<tr>
<td>Imad Abu Daieh</td>
<td>Gaza</td>
<td>Member</td>
</tr>
<tr>
<td>Maha Al-Masri</td>
<td>Gaza</td>
<td>Member</td>
</tr>
<tr>
<td>Jamal Juma’a</td>
<td>Ramallah</td>
<td>Member</td>
</tr>
<tr>
<td>Sae’d Dagher</td>
<td>Ramallah</td>
<td>Member</td>
</tr>
<tr>
<td>Mohamad Brigheith</td>
<td>Ramallah</td>
<td>Member</td>
</tr>
</tbody>
</table>

## Supervision Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Khadir Al-Alim</td>
<td>Ramallah</td>
</tr>
<tr>
<td>Omar Abu Ayyash</td>
<td>Hebron</td>
</tr>
<tr>
<td>Dawood Ereikat</td>
<td>Jericho</td>
</tr>
<tr>
<td>Hatem Al-Shanti</td>
<td>Gaza</td>
</tr>
<tr>
<td>Ahid Zanabeet</td>
<td>Tulkarem</td>
</tr>
</tbody>
</table>
The Board of Director’s Message

The year 2008 was a unique year for PARC admirers, as it marks twenty-five years of hard work and real efforts put forth for the sake of building a better Palestine in terms of fighting poverty and hunger in addition to improving the status of the agricultural sector in the national economy and enhancing the dedication of farmers in standing firm in the face of the occupation.

Yes, this year was a special one for the PARC family, yet the difficult circumstances kept us from enjoying and celebrating our achievements as planned; in spite of this, the curse of internal division and the occupation measures did not stop us from achieving our goal and could not weaken our determination to succeed. The unity of our nation was lost in light of the injustice and irresponsible actions which allowed the occupation all advantages of this situation in placing more restrictions on the Palestinians. This has left our society suffering from poverty, price inflammation, and inequality. All these obstacles have not and will not affect our determination at PARC but will rather push us forward to be at the forefront among other institutions and to have a regional position in attempts to achieve a more pioneering role.

Contrary to all other institutions and actors, we challenged the internal division and worked as one entity supporting and pushing for the unity of the West Bank and Gaza Strip. On the national level, we took on many initiatives, creating resilience in the face of the Israeli actions on the ground, as it was a special year for many projects supporting the steadfastness of those affected by the expansion of settlements and the Separation Wall; we were able to plant flowers in Gaza that pervaded the air rather than the smell of blood and destruction. In addition, we have provided financial and logistical support to the agricultural sector, while others concerned provided emergency services and food baskets. Despite the pressuring agendas and the weakness of national policies and directions, we focused our attention on the issues and interventions with developmental dimensions and long-term impact and we activated the popular resistance against the Separation Wall and Settlement products, which we hope will take root and form sustainability in the coming years. To such an extent, our staff exerted all efforts of cooperation and supported the institution with all of their capacities towards achieving our goals and plans.

We trust that 2009 will score more achievements, only to be added to our records of serving this country, inspired by the knowledge of our staff and our broad experience which motivates us to achieve more successes. Bearing our faith in our mission and the loyalty to our cause, we pledge to focus our efforts in 2009 to completing what we have started this year in close cooperation with all stakeholders and partners.

As we are on the threshold of a democratic entitlement for electing a new Board of Directors, we hope that the new board will be committed and will bare all responsibilities towards ensuring the continuous success of PARC, and we call upon all of our executive team to keep up with their great effort in realizing their goals and supporting the marginalized and unfortunate.
# Table of Contents

Report of General Assembly and Board of Directors ........................................................................... 7

I. The General Palestinian Situation “The main challenges of 2008” .............................................. 9
   I. 1 Political Situation .................................................................................................................. 10
   I. 2 Economic Situation ............................................................................................................ 11
   I. 3 Social Situation .................................................................................................................. 12
   I. 4 Institutional Situation ......................................................................................................... 13
      1.5 Agricultural Situation ..................................................................................................... 14

II. PARC in Gaza Strip “Summary of the year 2008” ................................................................. 15

III. The Organizational and Administrative Framework ............................................................. 18
   III. 1 References and Structures ............................................................................................ 18
   III. 2 Internal Environment ................................................................................................... 19
   III. 3 Work Values .................................................................................................................. 21
   III. 4 Work Procedures .......................................................................................................... 22

IV. Strategic Themes for 2008 ......................................................................................................... 25

   Importance of Agriculture in the West Bank & Gaza Strip
      IV. 1 Working Programs Description .................................................................................. 28
         IV.1.1 First Program: Food Security Program ................................................................. 28
         IV.1.2 Second program: Capacity Building Program ......................................................... 28
         IV.1.3 Third program: Civil Society Program .................................................................... 28

   IV. 2 Target Groups and Locations ......................................................................................... 29

V. Summary of Achievements in 2008 .............................................................................................. 31

VI. Progress Toward Sustainability .................................................................................................. 35
   VI.1 Sense of Ownership ......................................................................................................... 35
   VI. 2 Appropriate Technology ................................................................................................ 35
   VI. 3 Socio- Cultural Norms & Attitudes ............................................................................... 36
   VI. 4 Gender Issues ................................................................................................................. 37
   VI. 5 Institutional and Managerial Capacities ........................................................................ 38
   VI. 6 Economical and Financial Viability ............................................................................. 38
   VI. 7 Environmental Protection ............................................................................................... 39

VII. Partnerships and Alliances ........................................................................................................ 40
   VII.1 Partnerships with NGOs ................................................................................................. 40
   VII.2 Partnerships with governmental institutions and semi – governmental institutions .... 40
   VII.3 Relationship with universities and academic institutions .............................................. 41
   VII.4 Private sector .................................................................................................................. 41

VIII. Obstacles .................................................................................................................................. 42

IX. Conclusion and Recommendations ............................................................................................ 44

X. Directions for 2009 Plan .............................................................................................................. 45

Annex 1: List of Outcomes .................................................................................................................. 46

XI. list of Projects 2008
Report of General Assembly and Board of Directors

The Board of Directors exerted all efforts to communicate with the organization staff and participate in the organization’s life. The General Assembly gave great attention to the issues faced by the Palestinian people in general, and the civil society in particular. Meetings were held to discuss all issues related to the organization’s work and its contribution in serving the national cause. In this context, the General Assembly held two meetings in which the following resolutions were made:

1. Approval of some amendments proposed by the Board of Directors regarding the MIS system in order to enable the organization to actively play its role.
2. Approval of the organization membership in many networks and international and local coalitions according to the proposal of the Board of Directors.
5. Approval of the organization’s financial tendencies especially regarding the deal with the stipulated fund.
6. Approval to choose the organization’s auditor for 2008, based on the recommendations of the Board of Directors.
7. Approval of the supervisor committee report while working towards reflecting its recommendations.
8. Approval of the date of the next Board of Directors elections for the tenth session.

The Board of Directors held five meetings in 2008 in which many issues related to the organization policies were discussed; the main decisions were concluded as follows:

1. Adoption of the program document for the years 2008-2010
2. Adoption of the plan and the budget for 2008, and the benefits related to the implementation of the plan after introducing a number of amendments.
3. Approval of worker’s compensation and transportation compensation due to the decline in the dollar exchange rate.
4. Follow-up on the investment construction fund opportunities and raise recommendations to the Property Committee.
5. Adoption of the financial facilities of the institution.
6. Communication with the Council of Ministers regarding many initiatives and the areas affected by the Separation Wall.
7. Communication with the Ministry of Agriculture and other ministries regarding access to a better vision and cooperation in the agricultural sector.
8. Initiation in issues related to drought, high prices of agricultural inputs and agricultural insurance funds.
9. Approval of the decisions and actions necessary to enable the institution to exercise the various rights, especially those concerning property registration.

10. Study the plans and executive management reports on the global financial crisis and its potential impacts on the work of the institution and provide direction on dealing with this issue.

11. Adoption of cooperation with the Ministry of Interior Affairs regarding the activation of a code of conduct in order to promote transparency and democracy and provide successful models.

12. Review the relationship within the Union of Agricultural Relief Committees and provide a set of recommendations related to the strengthening of their relations and the issues that should be considered by all partner organizations in order to activate partnership.
I. The General Palestinian Situation “The main challenges of 2008”

The most significant scene in 2008 was the tragic Palestinian internal division with its negative impact on the overall components of the Palestinian situation and the status of the Palestinian case as a national project in the international agenda. The continuation of this internal division has deepened the catastrophic and negative impacts on the entire Palestinian situation which threatens to undermine the entire Palestinian national project.

The state of division has provided an appropriate environment to encourage the escalation of the Israeli aggressive actions against our people, especially in the Gaza Strip; starting with the ongoing siege and starvation, and ending with the aggression against Gaza Strip by the end of 2008 which left a huge destruction that affected and threatened the humanitarian and physical presence throughout Gaza Strip. In addition, the occupation continued its aggression, settlement policies, building of the Apartheid Wall, the Judaization of Jerusalem, the siege and restriction of the entire Palestinian people movements on the checkpoints that aim to penetrate and disrupt the unity of collective, national and liberal consciences while noting the Israeli denial of all charters and international resolutions in light of the support and blessings of the U.S. administration. Yet, the Palestinians still waited for the U.S. administration to fulfill its obligations regarding the two-state solution that was supposed to see the light at the end of U.S. President George W. Bush era.

Moreover, the state of division allowed the dismantling of the Palestinian life and democratic traditions, attacking the overall democratic gains, affecting public freedoms, increasing the authoritarian tendencies of the conflicting parties in the West Bank and Gaza Strip, decreasing the general sense of supreme national interests for the benefit of selfish interests that contradict with the national agenda. However, these were the inspirations and the basis for the rebuilding of a political orientation and alliance for the parties in conflict which led to the disability of the Palestinian people to take charge of their initiatives and further depend on the international and regional support based on their agendas.

By the end of 2008, the Israeli aggression against the Gaza Strip was yet another action to achieve the political Israeli goals that focus mainly on breaking the will of survival, determination and freedom for Palestinians and undermining what remains of hopes and the foundation for establishing an independent Palestinian state, consolidating the division status as well as rooting it to become a stable reality, thus weakening the unity of the national liberation project, fragmenting its components and re-attaching it to the regional equation. They have made clear their persistence on a new secure reality through the recruitment of international and regional participation serving...
Israeli interests and policies, as an important element in strengthening the strategic partnership with the American policies and interests in the region.

In general, the continuous internal division was and still is the most significant challenge faced by all Palestinian democratic, social and political factions, as well as all Palestinians.

The consequences and implications of all of these different conditions appear in many challenges that include the different aspects of the political, economic, and social life. The following are the most significant challenges:

I. Political Situation

1. The continuous consolidation of the division and the negative repercussions on the system of public freedoms and human rights in the West Bank and Gaza Strip.

2. The political gap has grown further in the Palestinian society among the parties in conflict in the Gaza Strip and the West Bank, and the decline of the margin of democracy and freedoms.

3. The continuous absence of supervising and follow-up references and frameworks as well as the complete paralysis in the work of the Legislative Council and its various committees.

4. The Continuation and the escalation of the Israeli aggression including settlements, Separation Wall, checkpoints, restrictions on the movement of people and goods and the continued siege.

5. The continuation of the emergency government as a caretaker government that follows up its responsibilities towards Palestinians. The Gaza Strip was also a major part of support for this government despite the limited access and services to the developmental sectors that kept its mission confined to covering the salaries.

6. The continuous subordination of parties in conflict in the West Bank and Gaza Strip based on regional agendas, which deepened the difficulty of restoring unity.

7. The continuation of political arrests in the West Bank and the attacks and arrests of all opponents of Hamas in the Gaza Strip.

8. The increase in the frequency of meetings related to the Palestinian-Israeli negotiation process without any achievements on the ground.

9. Pushing the Palestinian street in the debate on the constitutional mandate of President Mahmoud Abbas in an attempt to distract the attention of citizens from the main concerns; being occupation and internal division.

10. The increase of settler attacks against Palestinians and their property, particularly in the Palestinian rural areas, where the attacks transformed from individual cases into a phenomenon that is condoned by the Israeli government.
I. 2 Economic Situation

The continuous Israeli government’s policies and the changes in the global market starting with the unprecedented rise in oil prices and ending with the global financial crisis, in addition to the weakness of the national development plan and governmental policies in response to the significant deterioration in the economic situation has left the Palestinian economy with no control or component of success. All of the above formed the basic pillars in the performance of the Palestinian economy in 2008 and was significant on the economic level through the following indicators:

1. Paralysis of the economy in the Gaza Strip due to the imposed siege; more than 95% of available factories and workshops closed down.
2. Deterioration in the cash position of the Gaza Strip as a result of the Israeli prevention of pumping of cash in particular the shekel currency in banks operating in the Gaza Strip.
3. Stability in the relatively high levels of unemployment rate compared to prior periods, where the rate of general unemployment in the Palestinian territories according to the International Labor Organization standards exceeded 28%, this rate is distributed between Gaza Strip and the West Bank; 43% in the Gaza Strip, and 21% in the West Bank.
4. The constant state of general poverty; the percentage of families living in poverty in the Palestinian territories exceeded 58%, 48% in the West Bank and 80% in the Gaza Strip.

5. 19% of the Palestinians ranging between the ages of (18-24) live in severe poverty.

6. 58.3% of employees receive salaries below the minimum poverty line.

7. About 10% of the families living above the poverty line are at risk of falling beneath the poverty line.

8. 65% of the sites affected by the Separation Wall, checkpoints, and closures suffer from poverty.

9. 61% of Palestinian families stated that they are in need of assistance, and about 40% of them have lost all means and alternatives for coexistence in this distress.

10. Increase in poverty rates of families who depend on the agricultural sector for their income to more than 63% because of the high prices of inputs and marketing constraints.

11. Increase in the proportion of food insecurity of Palestinian families to up to 38%.

12. A sharp rise in living costs, with a decline in the savings of citizens, which are maintained by the Jordanian Dinar and the U.S Dollar currencies and which have declined with respect to the shekel in the recent months of the year 2008.

13. A decline in the returns of income generating projects due to the high production costs, siege and the decline of the purchasing power; the inability to produce income and cover its obligations has negative impact on the faltering in micro-credit loans.

14. Despite the constant flow of international aid in 2008, the official Palestinian performance in improving the living conditions of Palestinians was weak, based on the opinions of 63.4% of Palestinians.

I. Social Situation

The arising sharp fluctuation and changes in the social situation is a result of the interaction between the political and economic aspects that is characterized by the following:

1. Deterioration of the social safety nets and the decrease in household allowance.

2. Qualitative deterioration of the basket of services provided by the international institutions of the United Nations.

3. The increase in malnutrition and diseases among children, especially in Gaza Strip.

4. Qualitative deterioration of health services provided to the Palestinian people and the absence of an effective health insurance system.

5. The continuing decline in the quality of basic and higher education due to a number of factors, including repeated strikes of the educational cadres.

6. Despite the improved security situation in the cities in which the Palestinian security forces has been deployed, the manifestations of violence and crime
remain high, particularly in areas of difficult access of security forces, which decreases the sense of personal and property security.
7. The judicial system still suffers from weaknesses in the implementation of difficult decisions of the judiciary in many cases.
8. Increase in the phenomenon of drug abuse.
10. The increase of tribal authority and control resulting in the decline of civil values.
11. Increase of self regression, decrease in sense of belonging, decrease in the confidence in political and national factions, and the inclusion of social factions.
12. Despite the signs of improvement in the assessment of performance in the fight against official corruption (expressed by approximately 53% of the Palestinians; of them 42.5% in the West Bank and 72.5% in Gaza Strip) 47% of Palestinians still hold negative impressions.

I. 4 Institutional Situation

There is no doubt that facing the indicated political, economic and social gaps doesn’t only require government programs and developmental policies, but needs the mobilization of efforts of all actors in Palestine.

The overall review of the roles of these actors resulted in the following observations:

1. The continuation of conflict and duplication of activities and programs among the civil society organizations, besides poor coordination and integration of their real roles.
2. The weakness of the strategic curve in the directions and work of most civil society organizations, which weakened any opportunity of building and developing a unified vision of development, as a basis to guide and organize the social development efforts of these institutions in the frameworks of a developed civil society.
3. The absence of institutional program directive of work compared to organizations application of donor agendas in implementation of projects.
4. Weak capacity of the Palestinian civil society in influencing funding policies and agendas in light of the PRDP and all of the gaps available in this plan.
5. The emergence of a greater role for international funding institutions in the implementation process and the increased competition over the available local staff.
6. The weak role of coordination committees among the different sectors in bridging the gap between local and international institutions and strengthening the vision of a comprehensive developmental process.
7. The politicization of developmental support is more pronounced in donors funding.
8. Weak alliances among the Palestinian civil sector and the private sector, which reduces the chances of involvement of the private sector and its integration into the national developmental vision.
1.5 Agricultural Situation

The agricultural sector is considered one of the most productive sectors vulnerable to any changes; whether they are natural or artificial. This makes the development of the sector and the improvement of its revenue an extremely difficult task. The reality of the agricultural sector in the year 2008 can be summarized as follows:

1. The continuing of natural resources confiscation and uprooting of trees by the occupation authorities through a programmed strategy with an aim of controlling all resources.

2. The continuing of Israeli pressures on Bedouin and rural gatherings in the Jordan valley areas with an aim of evacuating the farmers from their lands.

3. The continuing of drought for the third consecutive year which vastly affected the ground water supply and increased the salinity of the water. This has resulted in the reduction of productive land used for agriculture and increased production costs.

4. The weakness in agricultural extension services provided by various actors; focusing on traditional issues while neglecting the core issues.

5. The continuing volatility of input prices and their tendency to increase which increases the burden on farmers especially with the current global economic crisis.

6. The lack of available funding and lending for the agricultural sector with an increase in the dangers that accompany agricultural work, particularly in the Gaza Strip.

7. The continued lack of information related to the agricultural sector where there are only a few inaccurate agricultural statistics.

8. The worsening of marketing obstacles and requirements as a result of the barriers and aggravated closures and the rise in freight costs with the reduction of infrastructure services for refrigeration and storage.

9. The persistence of Israel in flooding the Palestinian markets with their agricultural products which reduces the chances of Palestinian agricultural products, even in the international markets.
II. PARC in Gaza Strip “Summary of the year 2008”

On the threshold of 2008, the humanitarian situation in the Gaza Strip reached an unprecedented state of decline and collapse, and by the end of 2008 the Israeli aggression increased the tragedy and deepened the deterioration of all life aspects of one and a half million Palestinians in the Gaza Strip. Between the beginning and the tragic end which has been by far the worst catastrophe since the June 1967 war, Palestinians continued to suffer under the imposed blockade, the closure of crossings, internal division, significant decline in freedoms and human rights and continued Israeli attacks.

By the end of 2007, the World Bank warned of an imminent collapse of the Palestinian economy and the private sector if the policy of closures and siege continued; and added that allowing humanitarian aid materials to enter Gaza Strip is important but not sufficient to revive the collapsing economy.

The suffering ranged between the inability to secure the minimum level of survival and to provide the minimum level of protection in the face of threats on one hand, and the inability to meet the psychological and social needs on the other hand leading to a marked deterioration of the human security level.

According to the economic indicators of development, the suffering was reflected in the high rates of poverty - amounting to about 65%. 37% of Palestinian people suffered extreme poverty and unemployment rates increased to reach 43%. Unemployment was focused in the areas of food processing, agricultural and construction sectors, which caused a wide range of citizens to depend on external support.

The strike of teachers and workers in the area of health services, besides the wrong practices caused by the internal division, had negative impact on the level and quality of basic services.

On the security level, statistics showed that 75% of the population in the Gaza Strip is concerned about their personal security, especially in light of the continuous state of tension and closure. 40% of the families faced displacement as a result of the repeated attacks and the destruction of houses.

Thus, the civil society organizations faced prominent actions during the year, ranging from restriction on freedom of work and other practices that were represented in the closure of offices and looting of property, as well as interfering in the mechanisms of implementation of the programs and projects of the institutions being clear contravention of the NGO Law of 2001.

Agriculture is one of the important production sectors in our country which has faced major destruction and aggressive practices by the Israeli occupation in the recent years.
It holds great significance for several reasons; first, being a spiritual link between man and land, second, serving as a source to ensure the needs and requirements of a decent and sustainable life, third, representing a productive sector that contributes in increasing the income and creating job opportunities and fourth, acting as the basic lever of the comprehensive and sustainable development levers.

The continuous closure, siege and internal division have increased the disastrous results in 2008 and in particular the difficulty of the entry of agricultural inputs and the prevention of export to international markets. This actually hindered the process of development, growth and the fight against poverty in light of the universal food and economic crisis.

In 2008, PARC continued its work in partnership and cooperation with other institutions and agricultural CBO’s in the prevailing work context including all variables and factors of old structural or emergency set ups as a result of the volatile political and economic situation while on the narrower context, which is directly linked to the agriculture process, facing non-sustainable practices that lead to lower efficiency and depletion of agricultural land and pollution of available water sources, as well as the damage effecting the livelihoods of many families depending on agriculture as a source of income, caused by the destruction of its resources or due to the high cost of production which in turn reduces opportunities of marketing and export.

PARC’s response to the needs of marginalized and affected farmers and rural women were prompt. Moreover, it was able to directly access communicate and effectively perform on the following areas:

1. Rehabilitation of destroyed agricultural land.
2. Support agribusiness production.
3. Lobbying and advocacy campaigns on high cost of living, conciliation, the buffer zone, the opening of the crossings, and the defense of civil rights.
4. Economic empowerment of families through micro income-generating projects.
5. Continuation and expansion of the on-going program and emergency relief programs in addition to capacity-building of cooperatives and CBOs.
The first priority of work during the year was to protect and develop the agricultural production assets (land, water and human capital), in order to enhance the ability to participate in the market, ensuring fair trade on the one hand and secure livelihoods through creating more job opportunities on the other.

The above was achieved through the rehabilitation projects of destroyed and damaged agricultural lands where they were transformed into agricultural income generating and food-processing lands, in addition to supporting the development of irrigation projects and the program of enhancing agribusiness as well as enabling farmers to receive the Euro gap certification.

The second priority was to increase the productivity and sustainability of small holdings agriculture (technical innovation, to enhance the performance of farmer’s organizations, technical, logistical and financial support), through encouraging the development of safe environmental agricultural projects and urban agriculture, as well as providing support to small and micro agricultural projects in order to secure employment and income through the production of safe food.

The third priority focused on the possibility of building and strengthening safety nets for farmers and their families through employment programs, the provision of food aid, and assist in reducing the costs of risk management.

Since the early days of the Israeli aggression beginning on December 27th, PARC hasn’t stopped working, in spite of the difficulties and risks in the following directions: the provision of emergency aid, the monitor of losses and damages, communication and liaison with groups, partners and relevant international organizations.
III. The Organizational and Administrative Framework

III. 1 References and Structures

During the past 25 years, PARC worked side by side with the targeted groups to achieve its goals in developing and promoting rural areas; it was able to accumulate a wide and various range of technical and administrative expertise. Additionally, it was able to identify the needs of different groups and respond to them based on the work dynamics consistent with the developmental vision, available capacities, and the demands of different donors.

PARC has a high ability to learn and transfer experiences, which was evident in the adoption and development of many developmental concepts in its work. This links between PARC and development, sustainable livelihoods as well as the adoption of the cluster concept in development while designing various interventions. In addition, PARC has clear references to the governing body, policy formulation, and decision-making which are summarized as follows:

The General Assembly: consists of a council of 86 members (33% are women). Members are either living in the oPt or abroad presenting different sectors. This assembly is the highest legislative authority in PARC.

The Board of Directors: consists of 13 members elected by the General Assembly and they are responsible for supervising the executive body, and the extent of restriction and commitment to policies and procedures approved by the General Assembly. Within the Board of Directors, specialized committees are established to monitor the whole organization (Gender committee, Fixed Assets Committee...)

Executive administration: consists of the Director General and the directors of the central departments in the West Bank and Gaza Strip. It is responsible for achieving the goals specified by the Board.

Sub-program administration: consists of program managers and coordinators of the projects in the concerned Department. To achieve it’s goals, PARC divided the work into four major programs implemented by three central technical departments and two supporting departments, as follows:
1) Technical Departments:

- Projects and Programs Department
- Capacity Building Department
- Lobbying and Advocacy Departments
- Extension and Agricultural Techniques Department

2) Supporting Departments:

- Financial Department
- Human Resources Department

Branches: consists of the branch director and the technical team abiding with the developmental guides and they are responsible for implementing all the activities distributed among five offices as follows:

1. The central office in Ramallah
2. Branch office to manage the Gaza Strip Affairs
3. Office to manage the North affairs (Jenin, Nablus, Tubas, Tulkarem, Qalqilya)
4. Administration office of the Middle area (the Valleys, Ramallah, Jerusalem, and some areas in Salfit)
5. Administration office of the South (Hebron and Bethlehem)

All offices base their work on modern management techniques, computer systems, information and visual means of communication through a network of video and audio conferencing and mobile networks.

Training Centers: Since PARC’s initiation, it has activated the application of applied science and agricultural research adopting creative projects and ideas. Currently, PARC has three centers for the training of newly graduated agronomists distributed in Jericho, AL-Zababdeh (the center of martyr Naim Khader) and Gaza strip.

III. 2 Internal Environment

The efforts put forth on the development of the human resources system continued in 2008 especially in terms of policies development, recruitment, training procedures, and performance evaluation. These were tested on the development of the system; where abiding by this strategy allows the continuance of work on the automation of human resources in a way that enables the majority of human resources transactions to be done electronically.
During 2008, PARC has established a mechanism that seeks to develop and enhance the professional capacities of human resources based on the vision, mission, strategic planning and information system of the organization. This aimed towards developing a technical experts’ unit to serve the technical departments and increase the administrative and technical capacities of the employees.

In response to the above, a group of staff have been nominated to join a series of training programs in the following areas:

- Capacity-building and training components
- Development of training evidences
- Report writing
- Lending and the development of new loan products
- Networking / information technology
- Integrated pest management
- Development in the field of plant production
- Bids study and analysis
- Project management and implementation
- Public relations
- Human performance technology
- English language

PARC also contributed in the field of higher education, where it paid its employees the “premium” costs as well as the contribution in time. Eleven employees have received contributions in the cost of the premiums and the time during the year 2008; while only seven employees received contribution in time only.

Regarding the organization’s structure in 2008, the number of employees up until 31/12/2008 reached 139 compared with 123 employees in 2007 as a result of growth in several programs and interventions. 36% of the newly appointed staff was female which reflects huge efforts exerted towards achieving gender balance, despite the recruitment obstacles due to the high competition over qualified employees, and the shortage of qualified female agricultural engineers.
Proceeding from the organization’s vision that motivation is one of physical and/or moral methods of boosting performance, PARC has inspired a number of staff who, morally and physically, excelled in their performance during 2008. The employees received allowances or financial payments and many thanks, in addition to a number of events held, such as the celebration of the employees’ birthdays, women days and other religious and national occasions. Also, a session was devoted to PARC’s staff for the presentation of the Jerusalem Film, which was produced by PARC in 2008.

The organization pays great attention to the efforts of the volunteers in servicing its developmental goals and mission, PARC believes that this effort contributes to its sustainability. In 2008, PARC honored its volunteers as part of the celebrations of the Jubilee year. The celebration ceremonies were held in Jericho, Nablus, Tulkarem, Bethlehem, Azzoun and Kafr Nima. However, no ceremonies were held in the Gaza Strip because of the difficult situation there. Throughout 2008, PARC continued to maintain its training centers, offices, branches and institutes where the office furniture has been modernized and mended. In addition, the security and fire systems have been developed to preserve the assets of the organization and the internal computer network and communication lines have been rehabilitated to increase the effectiveness of communication between PARC’s headquarter, its branches and the outside world.

Since PARC is a national and developmental organization that seeks to empower other national institutions, it has signed a new agreement with Jawwal Company for the purchase of a mobile communication network for all its staff and partner associations which will serve our organization by ensuring good offers to its staff and will serve Jawwal Company by contracting a partnership with PARC and its partner associations.

III .3 Work Values

The work of PARC is governed by a set of rules and values, which depend essentially on the following:

1. Ensuring the representation of the agricultural sector in the policy-making and decision-making departments, as PARC represented the organizations working in agriculture in the development of the national plan during the year 2007.

2. The need for consistency in national plans and the need to replicate it in most interventions.

3. Networking with local and international civil society organizations, as PARC succeeded in leading an alliance of 4 national developmental organizations that aim to develop rural areas (PARC, Land Development Center, The group of Palestinian hydrologists, the Union of Agricultural Work Committees), this experience will be disseminated and expanded into a second phase.

4. Coordinating actively with other stakeholders in the sector through the
exchange of experiences and information in order to avoid contradictions and inconsistencies in visions and goals.

5. Aligning with the poor and marginalized rural areas.

6. Building the capacity of beneficiary groups and activating partnership with the local community where PARC’s role isn’t only limited to providing services but also to its integration and the creation of a sustainable positive change.

7. Maximizing the values of volunteerism and social solidarity which ensures the benefit of the poorest categories from the services provided by PARC. Social solidarity and volunteerism have a big role in providing the needed contribution to the poor beneficiaries which enables them to take advantage of the services.

8. Maintaining the values of transparency and equality in terms of equal competition in the provision of services based on clear criteria and a set mechanism for all.

9. Maintaining transparency and accountability. All projects are evaluated and audited internally and externally in accordance with clear and transparent criteria and results are declared to all concerned parties.

10. Taking into account the gender dimension in all stages while ensuring that the share of women in employment and allocation of public budget is fair and eliminating all barriers that prevent them from benefiting.

III.4 Work Procedures

PARC has adopted several measures to implement the planned activities according to a series of steps that ensure a broad participation that achieves the best results and makes positive and sustainable changes with the different target groups. These steps can be summarized as follows:

- **Staff:**

PARC depends on 139 employees with various experiences (with an increase of 16 employees in comparison with the year 2007) distributed along all PARC offices. Moreover, the organization is putting big efforts in attracting local talents and using external expertise that goes along with its program.

In this context, PARC paid particular attention to the recruitment of women at all levels.

- **Manuals:**

In accordance with PARC internal system, departments issued manual guides for projects with a budget exceeding 30,000 US$. Each Project Manual contains the following:

- A full description of the nature of the project in terms of its duration, donors, the implementation locations and target groups.
- The logical framework of the project and its objectives.
- The operational aspects in terms of the Declaration, the selection of beneficiaries, and the values and forms of support.
• Supervisory aspects on the quality of services provided for quality control.
• Strategies for the delivery of service to beneficiaries

- Coordination with governmental and non-governmental agencies:
Based on the analysis of a survey of partners and institutions working in the targeted locations, the project manager and the branch manager develop a plan to deal with the various partners. This ensures the coordination, integration, and experience exchange through central directive working committees and at the level of locations through field working committees.

- Design of interventions:
Prior to the design of the intervention, a needs assessment is conducted to identify the areas in need of vital attention. Based on the results of this, the organization then designs the type of intervention and methods of implementation. Through each of these stages, the organization applies its participatory approach to ensure active involvement of beneficiaries and therefore enhances sense of ownership which creates long term sustainability even after the project comes to an end.

- Announcement of the service:
PARC declares its services at targeted work sites by all possible means to ensure information access for all, through written announcement in all public facilities and frequent meetings of all institutions working in the location.

- Formation of working committees:
During the announcement stage of the project, PARC holds series of preparatory meetings with all institutions and communities reaching the establishment of the projects committee.
These committees play a vital role in the implementation of the project starting with the declaration, the distribution of applications, the selection of beneficiaries, monitoring the progress of work, quality of services provided, the financial exchange of the project and finally receiving the service.

- Beneficiary selection:
The process of selecting the beneficiaries is in accordance with the mechanism of transparency and free competition and equal opportunities for all. This mechanism is implemented by the location committee in accordance with the clear selection criteria covering social, economic, and technical aspects of the declared service as well as the weights of measuring these standards. Then, the applicants with the highest evaluation are selected and the results are announced to all.
- **Contracting and procurement:**
  All contracted services and materials are in accordance with the procurement system and the funding systems of the organization. This starts with announcing the tender and ends with free and open competition in accordance with the reference conditions / specifications and the quantities. This takes place through local and international media, according to the planned budget, in order to obtain the best service with the best price and economic viability.

- **Follow-up and control:**
  Follow-up procedures and quality control is practiced at all levels and covers all stages, starting with the planning of the activity and ending with the closure of the activity and delivering of the service to beneficiaries. This ensures the achievement of the targeted objectives in terms of efficiency and effectiveness of performance and use of resources.
  - At the central level, the officer in charge makes sure that the project complies with the overall objectives of the organization. Subsequently, the program managers and project coordinators monitor the efficiency and effectiveness in the implementation of planned activities and actions and take the required procedures to overcome the difficulties and dangers that threaten the working environment and ensure the quality of services.
  - At the branch level, the branch managers and field workers monitor and follow-up work in the field to ensure transparency in the selection and the wide participation of various segments of the regulatory frameworks and working committees and guarantee the quality of the provided services.

- **Exit Strategies:**
  After the implementation of all activities and complete delivery of services, the action is closed through signing a completion form of the service between the organization and the end beneficiaries through their local committees. To ensure sustainability, the organization hands over the project to be maintained and carried on by individuals or groups, depending on the nature of the target beneficiaries, which creates a sense of ownership while building a strong backbone for the Palestinian civil society to stand on its own.

- **Preparation of reports:**
  PARC has a system of periodic and regular reports for the publishing of various financial and technical reports within clear communication channels. Moreover, PARC has an information system for documentation and decision-making that fit with the quality of the reports required at all administrative levels and for various purposes.
IV. Strategic Themes for 2008

Importance of Agriculture in the West Bank & Gaza Strip

The importance of agriculture in Palestine is not only defined in social and economic terms, as there are many subtle and indirect effects that can’t easily be quantified or valued, yet agriculture is a major contributor to the following:

1. **Protection of land against confiscation, settlement construction, and protection of entitlements to water resources and use**: land reclamation, water harvesting and tree planting measures have contributed to weaken the Israeli settlers’ false rationalization that their presence in Palestine is necessary to protect the environment and offer employment to Palestinians; and to prevent confiscation of Palestinian land.

2. **Food security**: local agricultural production achieves self-reliance in the provision of most vegetables, olives, poultry and eggs. On the contrary, the self reliance in producing red meat does not exceed 75%, also noting that 85-90% of the produced wheat is imported, depending on actual rainfall, each year. In the case of livestock concentrates, only about 5% of that used in Palestine is produced locally.

3. **Jobs and income provider for social stability**: For centuries now, agriculture has been the main employer, as most Palestinians depended on agriculture as a secondary source of income. The employment proportion within the agricultural sector increased from 11.5% in 1996 to 14.2% in 2008 (ARIJ) (PCBS, Labor Force, Annual Report, 2008), and its contribution to the GDP increased from 6.4% in 1997 to 8.2% in 2007 (PCBS, Statistical Abstract of Palestine, 2008). After the second Intifada, most Palestinians who lost their jobs in Israel started working in agriculture. Likewise, when public sector salaries were cut during the period of 2006-2007, a large number of PNA employees turned to agriculture. The agricultural sector is a major provider for formal and informal job creation especially for women.
4. Contribution to exports: large quantities of flowers, vegetables and fruits are exported, mainly to Israel, Europe and some Arab Countries. Agricultural exports amounted to 16.3% of total Palestinian exports in 2007 (PCBS, External Trade, 2007).

5. Environmental protection: this is achieved mainly through soil and water conservation measures, olive and other fruit tree planting, rehabilitation of rangelands, protection of agro-biodiversity and curbing desertification.

Palestinian agricultural sector in figures:

- Contribution to the Palestinian Economy in 2007 was 8.2% of the GDP.
- In 2006, employment in agriculture was estimated at 16.1% of the total employment in Palestine, with a total number of 103 thousand workers directly employed in the agricultural sector, while in 2008, the employment in agriculture was estimated at 14.2%.
- In 2007, Agricultural products formed about 23% of the total value of exported products of Palestine.
- 1.83 million dunums were cultivated in the WBGS in 2007 (90.1% in WB & 9.9%
in Gaza), out of which 1.2 million dunums were grown with fruit trees, 188 thousand dunums with vegetables, and 483 thousand dunums with field crops (92.5% under rain fed conditions, and 7.5% irrigated).

- Livestock in the WBGS: 34.3 thousand cattle, 1088 thousand small ruminants, 26.6 million broilers, 2.8 million layers, 66 thousand bee hives.
- The value added was estimated at US$496 thousand.
- 112.5% of the value added came from plant production, while -12.5% of the value added came from livestock production.
- 24.6% of intermediate consumption (IC) goes for plant production, while 75.4% of IC goes for livestock production, in which feed is estimated at 61.8% of the total IC value.

The Agricultural sector served as the major supplementary income for 42% of Palestinians in WB and 17% in GS.

This report covers the year 2008, the first year of the Strategic Plan for the period 2008-2010 which aims to contribute to the achievement of integrated rural development through the achievement of the following strategic objectives:

- To strengthen the economic role of the agricultural sector and its contribution to food security and sustainable agricultural development.
- To contribute in improving the performance of associations, unions and CBOs and to maximize their social role.
- To enhance PARC’s role in the national and social struggle.

In order to achieve the first strategic goal, PARC has worked on the following:

- Improving access to natural resources (land and water) and protecting these resources.
- Developing the performance of the agricultural sector’s staff and raising the level of technical and developmental guidance.
- Improving the quality of local agricultural products and increasing their marketing opportunities.
- Promoting social solidarity and helping the poor families under emergency conditions.

In order to achieve the second strategic goal, PARC has worked on the following:

- Building the capacity of institutions, unions and CBOs.
- Contributing to the organization of target groups in social and economic frameworks.
- Supporting Saving and Credit associations in its effort to maximize their member’s savings and loan portfolios.
In order to achieve the third strategic goal, PARC has worked on the following:

◊ Developing the role of the organization in local and regional networks and increasing its effect on the leadership of the National Struggle.
◊ Increasing the efficiency of PARC employees by means of lobbying and advocacy techniques.
◊ Deepening the values of civil society among PARC’s employees.
◊ Improving the adoption of the values of peace based on justice and freedom.

IV. 1 Working Programs Description

PARC’s interventions were organized through three major programs where each program achieved one or more of the strategic objectives that have been mentioned previously, as follows:

IV.1.1 First Program: Food Security Program

This program consists of a set of interventions aiming to strengthen the economic role of the agricultural sector in order to contribute in achieving food security and sustainable agricultural development as well as giving workers the skills and techniques of modern agriculture and its requirements.

The program also includes a wide range of interventions aiming to give farmers the necessary skills and meet the export requirements and improve their competitive capacities locally and internationally.

IV.1.2 Second program: Capacity Building Program

This program covers a wide range of activities that organize target groups of farmers, women and youth into frameworks and groups, defend their interests, and work to strengthen new and existing groups in order to ensure the involvement of various segments of the community in the development process.

This program particularly focuses on empowering women and facilitating their access to funding sources through maximizing their savings and loan funds which ensure their active participation in development.

IV.1.3 Third program: Civil Society Program

This program includes a set of interventions that have been developed to strengthen PARC’s role in the process of national and social struggle in line with its vision and mission that aim to disseminate the values of civil society (democracy, good governance, and a free Palestinian society where the values of justice, equality and equal opportunities exist).
This program is considered a pillar to other programs through a series of awareness-raising, educational, public information and research activities that highlight the issues which concern the Palestinian rural areas.

PARC focused its efforts in the following areas:

- Providing guidance services to farmers in order to allow sustainable agriculture through specialized guidance services.
- Protecting the environment through the organization of agriculture campaigns and seedling planting.
- Increasing the rain-fed and irrigated planted areas through the activities of reclamation and replanting of devastated land in the Gaza Strip as well as providing sources for irrigation.
- Supporting export crops (flowers and berries), especially in the Gaza Strip.
- Protecting water sources from pollution and waste through water harvesting, processing and reuse of wastewater.
- Developing products and promoting the local market potential through the development of testing centers and awarding of certification.
- Developing domestic economy, especially for women, through the activities of home gardens and small projects.
- Building the capacity of CBOs and communities through awareness-raising activities in addition to logistical and financial support.
- Highlighting the suffering of the Palestinian people through marketing the foundations of just peace, producing documentary films and participating in local and international conferences.
- Building the capacity of newly graduated agronomists through training programs and engaging in partnerships with local universities.
- Creating job opportunities for the unemployed public through activities that depend on manual operating.

IV. 2 Target Groups and Locations

PARC targeted many categories of the Palestinian society through a broad basket of services that can be classified into the following:

1) Direct beneficiaries, including:

- Farmers working in the area of irrigated and rain-fed crops.
- Rural women.
- Newly graduated agronomists.
- Specialists in developmental guidance.
❖ Farmers, women, and youth associations and communities.
❖ Activists at the local community level.
❖ The unemployed.

2) Indirect beneficiaries, including:

❖ Ministries and institutions of the Palestinian National Authority and its branches throughout the country (Ministry of Agriculture, Water Authority, Ministry of Labor, Ministry of the Interior, local government, labor, social security, environment).
❖ Municipalities and village councils in the various work sites.
❖ Local committees in the targeted sites.
❖ Private sector through contracts, technology transfer and resettlement.
❖ Scientific research centers (institutes and universities).
❖ Local and international organizations working in the field of Palestinian rural development.
V. Summary of Achievements in 2008

This report covers the most important achievements of 2008 which represents the first year of the triple Strategic Plan for the period 2008-2010 and seeks to contribute in achieving integrated rural development through accomplishing the following strategic objectives:

1. Strengthen the economic role of the agricultural sector through contributing in achieving food security and sustainable agricultural development.
2. Contribute in improving the performance of associations, unions and CBOs and maximizing its role in the community.
3. Enhance the role of PARC in the process of national and social struggle.
4. Maintain PARC’s sustainability.

The most important achievements from the year 2008 can be summarized as follows:

- (2,182) dunums of marginal land were reclaimed and utilized by (520) farmers.
- (54,537) m² of retaining walls were built and served (1,576) dunums of marginal land planted by (341) families.
- (51) Kilometers of agricultural roads were constructed and renovated which facilitated the access and development of (12,700) dunums of land utilized by (1400) farmers.
- Storage capacity for rainwater has increased to (65,960) m³ by building (1060)
wells, (35) concrete and metallic pools utilized by (1132) families. The volume of water harvest from these facilities reached (144,245) m³.

- Cultivation of (75,583) seedlings of different species in the reclaimed land and gardens, as well as in areas affected by the construction of the Separation Wall.
- (816) dunums of reclaimed land waer protected by fences.
- (7,125) tons of seeds and (450,000) seedlings were distributed to be used by (2,400) families in planting the reclaimed lands and home gardens.
- (50.2) km of irrigation networks were installed and maintained with various diameters that served (6,585) dunums of irrigated land for the benefit of (1403) families in (6) locations.
- (9960) Food baskets were distributed to (9960) families in need.
- (525) tons of local products were exported to world markets and have benefited (1321) rural families (facilitated by PARC)
- (845) Home gardens were established and developed for (845) rural families.
- (12) Facilities were rehabilitated and awarded certification of organic production.
- (45) Women groups and farmer centers were provided with logistical support.
- (54) Associations were provided with grants of (3.5) million U.S. dollars that served (2150) members/beneficiaries
- (100) Loans, reaching up to 2.05 million dollars, were distributed to farmers and their associations through Reef Company
- (14) Children summer camps were organized and benefited 1300 children.
- A volunteer camp was conducted that included 45 volunteers (13 foreigners and 32 local volunteers).
- (11) Campaigns were organized which included the campaign of “60 years of the Israeli Occupation” that highlighted the occupation’s destructive effects.
- (40) newly graduated agricultural engineers were trained during two sessions for 9 months in the West Bank and 4 months in the Gaza Strip.
- (16) Brochures were issued illustrating the best practices in the fields of safe agriculture, agribusiness, and water resources protection.
- (27) TV episodes were broadcasted which covered different developmental aspects (women, elections, the Separation Wall ….)
- (85) Employees were trained through their participation in 11 training sessions which increased PARC’s capacities.
- (410) Training sessions were conducted for (7112) trainees and covered many technical and administrative issues related to women, farmers, and youth distributed as follows:
  - (238) Training sessions for (3,889) women.
  - (107) Training sessions for (2,140) farmers.
  - (65) Training sessions for (1,083) youth.
  - (606) workshops were conducted serving (11,495) participants distributed as follows:
    1. (332) Workshops for (7,278) women.
    2. (214) Workshops for (2,609) farmers.
    3. (60) Workshops for (1,608) participants.

For more details refer to Annex 1
In addition, PARC’s institutional performance was enhanced during 2008 as the following:

✦ Activating the role of PARC’s training centers (Naim Khader Center, Jericho Center and the Gaza Strip Center) through the provision of services to the community and international institutions.
✦ Consolidating cooperation with local universities and scientific research centers through entering into partnerships with the University of Abu Dis, Bethlehem University, Al-Quds Open University, Al-Najah National University, and Al-Azhar Islamic University in Gaza.
✦ Strengthening the presence of PARC in the local and international networks through holding pioneering positions in the field of organic agriculture, lending systems and Arab networks for sustainable development as well as giving particular importance to export cultivation.
✦ Expanding the marketing of local agricultural products through a quality control program and the awarding of certifications.
✦ Keeping a transparent and close relationship with civil society organizations.
✦ Expanding the sources of long-term financing, which reflects the confidence and the capacity of PARC, in order to continue in providing excellent services.

The number of families that directly benefited from the various activities during the year 2008 is as follows:

✦ The assets of (19,319) rural families were promoted through the development of their human capital, social and financial services. 68% of the total services were provided directly to women.
✦ The capacities of 163 associations/gatherings of farmers, women and youth were developed through various training programs and logistical and financial support.
✦ (8,183) workers benefited from the profit and experience of (80,897) working days.
✦ The relationship with the private sector was deepened through contract agreements with 3 marketing companies.
✦ (9) Studies and researches (feasibility studies, prospects of modern technology, exploring new areas of developmental work ...) were conducted.
✦ The bonds of cooperation and coordination with the Palestinian National Authority institutions and other institutions working in the Palestinian rural development through the formation of a joint steering committee as well as conducting surveys.

During the year 2008, PARC worked in more than 105 sites located in the Palestinian rural areas in the West Bank and the Gaza Strip.
VI. Progress Toward Sustainability

VI.1 Sense of Ownership

One of the most important factors taken into consideration during the design and implementation of activities is the encouragement of the sense of ownership of the work and services provided by the program. To strengthen the sense of ownership of individuals as part of the society, efforts were deployed towards increasing involvement, contribution and participation in all stages including the decision making process. The following examples demonstrate this:

- Involvement of beneficiaries in the planning of various projects shaping the program, such as selection of the target locations and activities to be conducted.
- Community contributions were collected from the beneficiaries either in the form of cash or in-kind as a way of strengthening their sense of ownership of activities. PARC continues its policy of collecting beneficiary contribution, believing that it is an efficient tool for strengthening the feeling of ownership, while taking into consideration the current economic and political situation and ensuring that needy families are receiving of the provided support. Community contribution was reduced for activities in Gaza from 25% to 10% and in-kind contribution is favored (land reclamation, water harvesting facilities…). In the West Bank, contribution is still requested in the range of 20%-25%.
- Participation of target groups in the implementation process which will positively reflect on the group’s sense of ownership and would be a fundamental guarantee for the sustainability of the program.
- Involvement of beneficiaries in issues of quality control of the implemented work. While PARC holds the main responsibility for setting standards and norms, both PARC and beneficiaries have monitored and supervised the work in the field.

VI. 2 Appropriate Technology

Technologies used in the framework of the program were chosen to appropriately suit the Palestinian context. No sophisticated technologies that require expensive maintenance were included in the program.

- Land reclamation required heavy machinery (leveling) and intensive labor (terracing) which were appropriate to the prevailing conditions of the high rate of unemployment and poverty.
- Rainwater harvesting cisterns and pools for both agriculture and agro-domestic purposes are deeply rooted into the Palestinian culture and their utilization proved to be sustainable.
- Maximum use of available resources (home gardening, food processing …) is a well known practice in the rural areas.
The program also included some new elements and initiatives that aim to encourage sustainable use of available resources (water rationing and reuse, organic farming, certification). These interventions are accompanied by necessary extension and training services which will ensure improvement of knowledge, attitude and practices among beneficiaries.

VI. 3 Socio- Cultural Norms & Attitudes

The program in all its aspects corresponds with the socio-cultural norms and attitudes in Palestine. The involvement of the program’s cadre increased their dependence and love of the land. Land ownership is an important cultural value for farmers, and particularly ownership of fertile land, which was one of the outcomes of the program, is valued even more. The opening and rehabilitation of agricultural roads helped strengthen this feeling and allowed farmers to develop and serve new areas.

Rain water harvesting is a deep rooted practice in the Palestinian culture. The harvested rainwater from both cisterns and cement pools will enhance profitability of agricultural work and give new perspectives for increasing the surface area of the arable land.
Participation of women in local committees and the active role they play in the program’s implementation highlight their capacities and increase their influence in the decision making process and the degree of acceptance of their role by the local societies.

The projects implementation approach in this program was designed to strengthen the social solidarity and voluntary works which are deeply appreciated by villagers.

VI. 4 Gender Issues

The program seeks to enhance the concept of open competition and equality between men and women to maximize the benefit of the services provided by the program. This program attends to women, whom it believes play a vital role in the development process, and works to enhance their access to different resources.

The implementation plan seeks to integrate women in all activities including the decision making process. Women are represented in all the projects’ local committees and in some cases of beneficiaries’ selection, there are some criteria considering women only.

Looking at the achieved outputs; it is clear that PARC has given special attention to activities targeting women. A quick review for 2008 shows that women’s share comprises more than 68% of PARC’s end beneficiaries. Women groups have been provided with logistic support to improve and enhance their interaction with the surrounding environment. The economical role of women on the household level has been improved where:
- Around 3,652 women have benefited from loans facilitated by PARC.
- Around 896 women have benefited from PARC’s home garden development.

VI. 5 Institutional and Managerial Capacities

Educational capacities of different target groups have been improved through awareness activities (training courses, networking consultation visits, workshops, exchange visits…etc). During 2008, the following has been achieved:

- Internal systems of saving and credit groups have been developed.
- Four water users associations (WUA) have been established and legally registered.
- Experience has been exchanged with developmental NGOs working in rural areas (PHG, UWAC, LRC…)
- Continued work with around 100 local committees where experiences and best practices were exchanged during project implementation (on job training).

The marketing of Palestinian products was challenged by the quality of our local product and fulfillment of international standards which was in turn challenged by the building of technical and institutional capacities of farmer groups and achieving infrastructure (olive oil mills, storage and cooling facilities, certifications) which all plays a role in quality control and proved to be outstanding in 2008.

VI. 6 Economical and Financial Viability

The implemented activities in the framework of this program had a clear positive economical impact which was achieved by the following:

- The constructed facilities do not require any significant running cost and requires only little routine maintenance. 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 achieved in less than 3 years.
- Added value of most of the implemented activities is high. Regarding land reclamation and in most cases, the value of reclaimed areas is tripled and even more. In terms of agriculture roads, they enabled better access and services and in many cases resulted in new opportunities and investments. Regarding construction of rain water facilities, it is proven that the collected water significantly improves the achievement of cultivation and increases the possibilities for expanding of the cultivated lands in addition to the considerable saving on water purchase.
- 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 on the home level (home garden or land reclamation) will increase food security and saving in expenditures. It is proven that a home garden of 250-350 m² will satisfy around 20%-25% of the family’s needs (vegetables).
Most of the implemented activities are labor intensive and job creation for unemployed workers is one of the priorities and selection criteria highly considered in the projects’ designs.

VI. 7 Environmental Protection

On PARC level, impacts on the environment were highly considered during the design, implementation and monitoring in various evaluation processes of the different interventions. The same applies for the small income generating projects subsidized by PARC; environmental protection was a fundamental criterion for approving these projects.

Most of the activities that have been implemented under this program have a positive impact on the environment. Examples of the achievements of those activities are as follows:

- Building the wastewater treatment plants has a great positive impact on the protection of the environment from pollution caused by the discharge of untreated wastewater in the valleys and rural areas and eventually infiltrating to ground water aquifers and polluting them.
- Increasing cultivated areas which positively impacts the environment and biodiversity.
- Increasing the quality and availability of water for agricultural purposes which resulted in reducing the pressure on water resources (surface water and groundwater).
- Encouraging farmers to use environmental friendly techniques such as organic farming, integrated management of pesticides, and rescheduling of irrigation water using a scale tensile leading to the protection and reduction of the pressure on available water resources.
- Land reclamation is considered one of the important agricultural relief activities that leads to improved environments in the targeted areas since it contributes in:
  - Soil protection; the retaining wall and seedlings plants help prevent the soil erosion in the marginal sloping land, in addition to increasing the capacity of water storage in the reclaimed land.
  - The cultivation of appropriate types of seedlings which has led to improve vegetation of marginal land and reduce the risk of soil erosion and flooding.
VII. Partnerships and Alliances

PARC believes that the success of its efforts and interventions will not achieve the desired results without strengthening alliances and partnerships in order to maximize the value of interventions and improve the chances of NGOs in influencing national issues.
Proceeding from its own vision of the centrality of alliances and partnerships, in the year of 2008, PARC managed to strengthen and develop many of the alliances, as follows:

VII.1 Partnerships with NGOs

1. Continued leadership of PARC to the Alliance of organizations working in improving the standard of living. Also, PARC is planning for the future expansion of this alliance.
2. PARC was able to expand the funding base for the Economic Alliance pilot program funded by the Islamic Bank and increased allocations directed to women development association and youth development association.
3. PARC continued in its alliance with ACS and OVER SEAS institutions, it also signed long-term memoranda of understanding with both the ACS and CERAI in order to serve the common issues.
4. PARC retains its membership in sectoral and public networks and in specialized councils in order to exchange experience and help others in building sustainable programs of institutional work.

VII.2 Partnerships with governmental institutions and semi - governmental institutions:

1. PARC is associated by distinguished relations with governmental institutions in all areas where PARC also provided experiences in the field of rural issues in the governance and administration to other organizations.
2. PARC has solid relationship with other associations and works with them to promote the applications of the code of conduct in the civil action.
3. PARC is still an active member of the Agricultural Coordination Committee and takes the initiative to call to it, in addition to its presence in the network of NGOs working in the agriculture sector (Shame’e).
4. PARC has good relationships with the Palestinian Water Authority, the Authority of the Quality of the Environment, and the Wall and settlement in the Council of Ministers.
5. PARC keeps its partnership with the Department of Cooperation in the Ministry of Labor and has presented by this partnership several initiatives to strengthen and enhance the collaborative work and updating frameworks and legislation related to it.
VII.3 Relationship with universities and academic institutions

PARC has partnerships with each of the following universities and academic institutions:

1. Al-Quds University-through the graduate program in Sustainable Rural Development.
2. Bethlehem University-through the Graduate Program in International Cooperation and Development.
3. (Al Quds Open University)-through the undergraduate program in Rural Development.
4. Al-Azhar University in Gaza-through a program of practical training for students of the Faculty of Agriculture.

VII.4 Private sector

Recognizing the importance of the private sector in the development of the agricultural sector, PARC has given a major role to its memberships in: Federation of Food Industries, the General Council of men workers and shippers, the Palestinian Trade Promotion Center and “Our Products” Program.

In addition, PARC continue to maintain its membership in the sectoral and public networks and in specialized boards, in order to transfer its experience and help others in building sustainable models of institutional work.
VIII. Obstacles

While working in its programs, PARC faced many challenges that can be expressed as follows:

Institutional framework at the level of the various programs:

- Knowledge gap between PARC and other institutions affect the overall performance of the organization and strengthen the alliances.
- Short-term contracts reduce the organization’s opportunities to build staff experiences especially the new ones.
- Limited professional and developmental balance between the short and specific objectives of the projects and the general objectives of the programs and the organization in general.
- Weakness of extension services being limited to the duration of the project reduces the chances of building grass-roots public and reduces the chances of achieving the economic viability of the work in a shorter period.
- Different implementation mechanisms between different organizations impose significant limitations on the work.
- Prices of production inputs are a significant impediment to the expansion of the size of beneficiaries in various PARC projects.
- Limited opportunities for women to progress in jobs and field positions on the program level.

Natural Resources Program:

- Lack of various materials needed for the activities of the Gaza Strip, especially cement, pipes, pumps, spare parts.
- Lack of sufficient quantities and low Quality of nurslings in the nurseries.
- Continuation of the occupation’s destructive acts.
- Continuation of targeting the land and farms near the settlements.
- Delay of some activity funds although they have been approved.
- Lack of external marketing opportunities particularly for products that have passed the different quality requirements.
- The high cost of transportation and freight threatens competition opportunities in external markets.

Capacity building program:

- Limited lending portfolios in the face of high demand, in particular by the societies.
- Delayed funding of some approved projects harm the targeted category and confuse the organization’s plan.
- Israeli destruction of part of the project and the low return of the last part diminish
the prospects of continued payment for loans and increase the rates of faltering in the lending portfolio.

**Civil Society Program:**

- The continued weakness of experience and its impact in the field of lobbying and advocacy.
- Economic pressures do not allow for the development of a sustainable civilian agenda.
- The failure of political action increases people’s doubts in the ability of success in the requisition agendas.
- Overlapping and competing Palestinian priorities and issues make it difficult to continue in supporting one issue and leaving the other issues.
- Poor coordination among institutions engaged in these issues.
IX. Conclusion and Recommendations

According to the group of constraints that have emerged during the implementation process and taking into account that part of these constraints are not in the control of PARC, we recommend the following:

- To give more attention to the process of coordination with other NGOs in particular, those who are expected to be a part of the independent coalitions.
- To provide more fund for increasing the capacity building of the organizations participating in the coalition in order to enhance knowledge and to create a state of harmony in the visions and directions.
- To continue in long term funding in order to change and accumulate experiences in the various aspects.
- To develop a plan that improves the guidance in cooperation with various actors.
- To promote the projects depending on the available inputs in the Gaza Strip and to provide alternatives to some of the inputs.
- To reduce the deviations and maintain the accuracy of the plan through removing the approved projects however it is still uncertain that the fund is to be transferred.
- To find marketing alternatives for the products prepared for export based on the promotion of awareness among consumers and the reclassification of Palestinian products and improve the means of identification in the local market.
- To develop the lending portfolios and to move towards trade finance to fill the gap and take advantage of the existing guarantee funds in banks.
- To develop micro-insurance as one of the products that is provided with the lending portfolio for the beneficiaries.
- To continue the development of the Union of Savings and Credit Associations and Reef Company being the financial support that fills the gaps in the growing demand for loans.
- To continue in recruiting and targeting women for better opportunities.
- To provide local alternative products for the external inputs to control costs and improve revenue.
- To develop an integrated plan to build the capacity of the staff in the field of mobilization and influence policies.
- To identify only one subject as a work priority at the level of the annual plan.
X. Directions for 2009 Plan

According to the challenges facing the Palestinian rural areas, at the level of natural, economic and political factors, PARC, through the funded programs this year, will focus its interventions in the service of the rural areas, and improving the opportunities for rural access to food, and protecting its various sources. In this context, PARC will focus its work in accordance with the following priorities:

- Restoring and rebuilding the agricultural sector in the Gaza Strip in line with the opportunities and inputs available in the Gaza Strip, even if the Israeli siege continues.
- Promoting the interventions aimed at improving access to food, and improving the use of available and limited water sources.
- Increasing the role of CBOs in facing drought and Israeli attacks against the rural sector.
- Developing sustainable models of popular resistance, and institutionalizing the work of the specialized popular committees concerned with boycotting the Israeli products.
- Strengthening PARC capacities through qualified staff and strengthening the institutional environment.
- Strengthening internal sources of the organization and finding the formula for financing PARC’s investment activities.
- Supporting the campaign of the Gaza Strip, and institutionalizing the management of emergencies in PARC.
- Leading the NGOs in the Gaza Strip to a greater role in its reconstruction and development, and creating an environment of internal reconciliation.
- Developing the cooperation with partner institutions and improving its effectiveness in the field.
- Developing rural finance and access to the formula of agricultural insurance.
- Broadening the base of financial alliances, and including new partner NGOs working in the rural sector.
- Developing and protecting the lands located behind the Separation Wall.
- Working on establishing a mechanism for Palestinian agricultural insurance.
- Strengthening mechanisms for the advancement of the Palestinian product’s quality, and licensing further production cooperatives and export agricultural products.
- Strengthening PARC’s long-term fund on the basis of the program.
### Annex 1: List of Outcomes

<table>
<thead>
<tr>
<th>Subprogram</th>
<th>Result #</th>
<th>Planned 2008</th>
<th>Achieved 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhancing the Economic Role of the Agricultural Sector through Contribution in Achieving Food Security and Sustainable Agriculture.</td>
<td>Result 1: Improving access to natural resources (Land &amp; Water) and protecting them</td>
<td>1. Comprehensive land reclamation of (140) hectares owned by 175 farmers, including:</td>
<td>1. Comprehensive land reclamation of (218.2) hectares owned by 520 (families (465 male, 55 female) has been achieved, including:</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Leveling of (140) Hectares</td>
<td>• Leveling of (217) Hectares</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Construction of (65600) m² of retaining walls.</td>
<td>• Construction of (54,537) m² of retaining walls.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Construction of (140) rainwater harvesting cisterns</td>
<td>• Construction of (166) rainwater harvesting cisterns</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Installation of fencing for (150) Hectares.</td>
<td>• Installation of fencing for (81.6) Hectares.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cultivation of (133) hectares with different seeds</td>
<td>• Cultivation of (47.5) hectares with different seeds.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Cultivation of (8,0000) seedlings</td>
<td>• Cultivation of (75,583) seedlings</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2. Opening and rehabilitating of (50) km of agricultural roads serving 1,000 hectares.</td>
<td>2. (51) km of agricultural roads serving 1,270 hectares have been opened and rehabilitated (1,400 farmers).</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3. Construction of (90) pools; 72 cement pools and 18 metallic reservoir, to be used for rainwater harvesting from the roof top of (10) Hectares of green houses owned by 75 farmers.</td>
<td>3. (35) pools; 21 cement pools and 14 metallic reservoir, were constructed to be used for rainwater harvesting from the roof top of (11.2) Hectares of green houses owned by 72 farmers.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4. Development of home garden for (110) families by construction of rainwater harvesting cisterns and planting of seeds and seedlings.</td>
<td>4. 215 women had their home gardens developed by construction of rainwater harvesting cisterns and planting of seeds and seedlings.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5. Installation of (20km) collective irrigation networks for the purpose of expanding the irrigated areas by 29 Hectares and decreasing water losses from corroded networks.</td>
<td>5. (50.2 km) collective irrigation networks have been installed for the purpose of expanding irrigated areas by 45 Hectares and decreasing water losses from corroded networks owned 1,403 farmers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>6. Construction of 6 Wastewater treatment plants in 6 rural communities</td>
<td>6. No Wastewater treatment plants were constructed.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>7. Distribution of (7.125 tons) of seeds and (450,000) seedling for 2400 families</td>
<td>7. Distribution of (7.125 tons) of seeds and (450,000) seedling for 2400 families</td>
</tr>
</tbody>
</table>
### Result 2: Improving Performance of Practitioners in Agricultural Sector and Level of Technical and Developmental Extension

<table>
<thead>
<tr>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conducting of training courses.</td>
<td>(40) Agronomists in WB / Gaza were trained on leadership, communications, animal production, fish farming, plant production, irrigation techniques, computer skills, financial management, organic farming, IPM, water management, beekeeping, local seeds, wastewater treatment, animal breeding. These courses were conducted to target farmers, women, and youth.</td>
</tr>
<tr>
<td>Conducting of training courses.</td>
<td>(170) Training courses were conducted, targeting farmers, women, and youth. These courses were designed to elaborate the concept: organic farming, IPM, and new farming techniques.</td>
</tr>
<tr>
<td>Conducting of demonstrations.</td>
<td>(111 farmers) Demonstrations were installed to elaborate the possibilities for better management of irrigation water and alternative organic methods.</td>
</tr>
<tr>
<td>Applied researches on pilot farms.</td>
<td>(6) Studies and researches were conducted for new farming techniques.</td>
</tr>
<tr>
<td>Farm inspection and certifications.</td>
<td>(170) Farms were inspected and certified by the trained staff of PARC for global gap growers.</td>
</tr>
<tr>
<td>Exchanging and consultancy visits.</td>
<td>(3) Exchanging visits and consultancy services were arranged for policymakers and farmers.</td>
</tr>
<tr>
<td>Brochures &amp; publications.</td>
<td>(7) Technical awareness leaflets were designed and published.</td>
</tr>
<tr>
<td>Conducting of workshops.</td>
<td>(110) Workshops were conducted to strengthen the values of good governance, free competition, and building capacities of local committees during different phases of the project’s implementation.</td>
</tr>
</tbody>
</table>

(47) total number of participants: (157 male, 326 female, and 343 youth).
### Result 3: Improving the Quality of Local Agricultural Produce and Enhancing its Marketing Opportunities

1. Rehabitating of marketing facilities. (12) Facilities for olive oil mills, date packing houses will be certified to fulfill GAP and HACCP.
2. Arranging and participating in local promotion campaigns. (2) Local promotion campaigns and external exhibition will be held to promote local products.
3. Marketing assessment and studies. One assessment and one study will be conducted for local and international markets.
4. COAP accreditation and system development. Accreditation and system will be developed for 10 facilities for marketing purposes.
5. Marketing consultancy. Farmers will be provided by (50 consultancy visits for quality control purposes.

### Result 4: Enhancing Social Solidarity and Poor Families Support in Emergency Situations

1. Distributing of livestock. Goats and sheep production units for (200) poor families will be distributed.
2. Distributing of beehives. Productive small units will be distributed to generate income and food for (50) poor families.
3. Distributing of physical inputs to develop home gardens. Poor families (50) will be provided with inputs (seeds, seedlings, irrigation networks, tanks) for devolvement of food production at house level.
4. Distributing or constructing of water storage facilities. (438) rural families will be provided with additional water storage facilities.
5. Distributing of food basket. Food baskets will be collected locally - from poor farmers to poor families and distributed to (800) families.
6. Training of local committees. (80) Members of local committee will be trained on good management of humanitarian aids.

1. Distributing of livestock. Goats and sheep production units were distributed to (175 female) poor families.
2. Distributing of beehives. Productive small units were distributed to generate income and food for (52 female) poor families.
3. Distributing of physical inputs to develop home gardens. (386 female) poor families were provided with inputs (seeds, seedlings, irrigation networks, tanks) for devolvement of food production at house level.
4. Distributing or constructing of water storage facilities. (459) rural families were provided with additional water storage facilities.
5. Distributing of food basket. Food baskets were collected locally (from poor farmers to poor families) and were distributed to (9960 families: 8915 donated for families headed by women and 1045 for families headed by male.
6. Training of local committees. 120 members of local committee were trained on good management of humanitarian aids (35 female and 85 youth).
<table>
<thead>
<tr>
<th>Result 1: Capacities of institutions, unions and community based organization improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Training courses for CBOs. (74) Courses will be held for women, farmers, youth CBOs where 4500 trainees will be trained on, financial management, proposal writing, feasibility study, fundraising…..</td>
</tr>
<tr>
<td>2. Arranging of exchange visits. (16) visits for CBOs will be arranged for knowledge and experience exchange</td>
</tr>
<tr>
<td>3. Granting of CBOs and NGOs. (54) grants will be distributed to build the capacities of CBOs and local NGOs</td>
</tr>
<tr>
<td>4. Developing of CBO’s infrastructure. (11) CBO’s and groups of farmers, women and youth will be provided with logistic support to improve their capacities in communicating with the surrounding environment</td>
</tr>
<tr>
<td>5. Conducting of consultancy visits. (30) Consultancy visits for 30 women groups associations covering financial and administrative issues</td>
</tr>
<tr>
<td>6. Conducting of workshops. (70) workshops for (5600) women and youth concerning women rights ( economical, social, political and legal), environment, need assessments, planning, time management</td>
</tr>
<tr>
<td>7. Participating in conference. Participation of women and youth in (3) national and international conferences</td>
</tr>
<tr>
<td>8. Participating in national ceremony. Arranging of (1) national ceremony for women&quot; women day&quot;</td>
</tr>
<tr>
<td>9. Publications. Issuing of (2) publications for women and youth (13500 copies)</td>
</tr>
<tr>
<td>10. TV spot and press release. (2) TV spots for women and youth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Result 2: Reinforce the Sustainability of Syndic and Specialized Rural Community Based Organizations.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Training courses for CBOs. (107) courses were held for women, farmers, youth CBOs where 2150 trainees were trained on financial management, proposal writing, feasibility study, fundraising…..(694 male, 1466 female and 105 youth)</td>
</tr>
<tr>
<td>2. Arranging of exchange visits. (7) visits for CBOs were arranged for the exchange of knowledge and experience</td>
</tr>
<tr>
<td>3. Granting of CBOs and NGOs. (58) grants were distributed to build the capacities of CBOs and local NGOs</td>
</tr>
<tr>
<td>4. Developing of CBO's infrastructure. (29) CBO’s and groups of farmers, women and youth will be provided with logistic support to improve their capacities in communicating with the surrounding environment</td>
</tr>
<tr>
<td>5. Conducting of consultancy visits. (76) Consultancy visits were conducted for 30 women group associations covering financial and administrative issues</td>
</tr>
<tr>
<td>6. Conducting of workshops. (107) workshops for (215 male, 2031 female and 225 youth) concerning women rights ( economical, social, political and legal) and environmental, need assessments, planning, time management were conducted</td>
</tr>
<tr>
<td>7. Participating in conference. Women and youth participated in (2) national and international conferences</td>
</tr>
<tr>
<td>8. Participating in national ceremony. (1) national ceremony for women&quot; women day&quot; was arranged</td>
</tr>
<tr>
<td>9. Publications. (1) publication for women and youth (13500 copies) was issued and published</td>
</tr>
<tr>
<td>10. TV spot and press release. (4) TV spots for women and youth were created</td>
</tr>
</tbody>
</table>
**Result 2:**
Organizing the target groups in social and economical frames enhanced

1. Conducting of training courses. (68) will be conducted in favor for (510) women covering conflict resolution, leadership, group management, vocational training.
2. Granting. Individual grants will be offered for purposes of organizing 1000 women and youth in groups.
3. Publications. Issuing of publications (2) for women and youth (4500 copies).
4. Workshops. Conducting of 20 workshops about women rights.

**Result 3:**
Assets and portfolios and lending capacities of associations increased

1. Workshops. Conducting of (110) workshops for (1700) treasurer, leaders and administrative members of Saving and Credit groups.
2. Conducting of training courses. (102) courses for (950) women involved in saving and credit groups covering financial skills, lobbying and advocacy, communication skills.
3. Internal and external exchange visits. Arranging of (18) visits for women members of Saving and Credit for experience exchange.
4. Consultancy visits. Arranging of (50) consultancy visits for 12 saving and credit associations covering financial, legal and administrative issues.
5. Logistic support. Providing (75) S&C groups and the union with logistic supports.

| 1. Conducting of training courses. (18) were conducted in favor for (180) women covering conflict resolution, leadership, group management, and vocational training. | 1. Workshops. (157) workshops for (2424 female) treasurer, leaders and administrative members of Saving and Credit groups have been conducted.
2. Conducting of training courses. (69) courses for (966 female) women involved in saving and credit groups covering financial skills, lobbying and advocacy, communication skills have been held.
3. Internal and external exchange visits. (7) visits for women members of saving and credit for experience exchange have been conducted.
4. Consultancy visits. (55) consultancy visits for 12 saving and credit associations covering financial, legal and administrative issues have been arranged and conducted.
5. Logistic support. (126) S&C groups and the union were provided with logistic support.
6. Distribution of loans. (8) S&C groups were supported with loans amounting to 2.02 million US $.
7. Guarantee fund. No guarantee funds made available. |
3. Maximizing PARC’s Role in National and Social Struggle.

| Result 1: PARC role in the local and regional networks developed, and the influence in national struggle improved | 1. Workshops. Conducting of (100) workshops concerning independent declaration, UN resolutions, Refugees rights, Settlements and its impact 
2. Conducting of training courses. (6) Training courses about coalitions and networks role and maximizing the national effort. 
4. Internal & external exchange visits. Local exchange visits (80) among member of working institutions, volunteer, women, youth, farmers and active members for experience exchange in related issues and external exchange visits (4) for illustration of Palestinian national issues and networking purposes. | 1. Workshops. (20) workshops have been conducted concerning the topics of independent declaration, UN resolutions, Refugees rights, Settlements and its impact (180 male, 50 female and 252 youth) 
2. Conducting of training courses. (30) Training courses were offered on topics of coalitions and networks role and maximizing the national effort (34 female and 416 youth) 
3. Campaigns. (4) Campaigns were held carrying the topics of boycotting Israeli products and encouraging national products, Academic boycott campaign, Campaign about registering lands, Campaign about depth, and Campaign about harm record. 
4. Internal & external exchange visits. Local exchange visits (240) took place among members of working institutions, volunteers, women, youth, farmers and active members for experience exchange in related issues and external exchange visits (18) were held to illustrate Palestinian national issues networking. |
<table>
<thead>
<tr>
<th>Result 2: Efficiency of workers in using lobbying and advocacy techniques improved</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Workshops. (50) workshops will be arranged to improve the capacities of volunteers</td>
</tr>
<tr>
<td>in lobbying and advocacy. (20) workshops were arranged to improve the capacities of</td>
</tr>
<tr>
<td>volunteers in lobbying and advocacy (270 male, 40 female and 185 youth).</td>
</tr>
<tr>
<td>2. Conducting of training courses. (6) Training courses for 90 employees and</td>
</tr>
<tr>
<td>volunteers on how to identify the problem and the requirement: choosing campaigns</td>
</tr>
<tr>
<td>titles, choosing the active sides to press on it. organizing the campaign, how to</td>
</tr>
<tr>
<td>Internal &amp; external exchange visits. Arranging of (50) local visits for 3000</td>
</tr>
<tr>
<td>volunteers that aims to transfer local experience and (2) abroad visits for employees</td>
</tr>
<tr>
<td>and volunteers that’s aim is to acquaintance others experience.</td>
</tr>
<tr>
<td>3. Internal &amp; external exchange visits. Arranging of (50) local visits for 3000</td>
</tr>
<tr>
<td>volunteers that aims to transfer local experience and (2) abroad visits for employees</td>
</tr>
<tr>
<td>and volunteers that’s aim is to acquaintance others experience.</td>
</tr>
<tr>
<td>4. Film production. (4) Films were produced and presented at the national and</td>
</tr>
<tr>
<td>international level. These films documented the catastrophic impact of Israeli</td>
</tr>
<tr>
<td>actions on Palestinian life.</td>
</tr>
<tr>
<td>5. Publications. Issuing of (2) brochures for lobby and advocacy purposes.</td>
</tr>
<tr>
<td>6. Research. (1) Research will be carried to document the success stories of working</td>
</tr>
<tr>
<td>institutions regarding lobbying and advocacy in OPT. Research. (1) research was</td>
</tr>
<tr>
<td>carried out to document the success stories of working institutions regarding lobbying and advocacy in OPT.</td>
</tr>
</tbody>
</table>
| Result 3: Value of the civil society among PARC workers and volunteers strengthened | 1. Workshops. Conducting of (50) workshops for employees and volunteers on tolerance, transparency, good governance, system values, and civil peace, representation and delegation
2. Conducting of training courses. Conducting of (6) training courses for employees and volunteers entitled the use of different media in the lobbying and advocacy process.
3. Internal & external exchange visits. Arranging of (50) internal visits and (4) external visits for employees and volunteers to other working institutions to exchange experience in civil society principles.
5. TV series. (10) TV series about civil society principles will be produced.
6. Campaigns. (4) Campaigns for election, basic human rights will be arranged for volunteers and local committees.
7. Research. (1) Researches will be carried out on the best practices concerning the civil society values and principles in similar working NGOs (internal or externally).
8. Consultancy visits. (35) consultancy visits will be arranged for groups of farmers and volunteers concerning civil society best practices.
9. Summer camps. (1) Local and external summer camps will be arranged for volunteers. | 1. Workshops. (10) workshops for employees and volunteers were conducted on topics of tolerance, transparency, good governance, system values, and civil peace, representation delegation (27 female and 155 youth).
2. Conducting of training courses. (1) Training courses for employees and volunteers were conducted and entitled the use of different media in the lobbying and advocacy process. (4 female and 13 youth).
3. Internal & external exchange visits. (50) internal visits and (4) external visits took place with the participation of employees and volunteers who visited other working institutions to exchange experience in civil society principles.
4. Publications. (3) pamphlets were issued for the purpose of highlighting and documenting best practices of participation, transparency and success models and stories.
5. TV series. (10) TV series about civil society principles were produced.
6. Campaigns. (4) Campaigns for elections and basic human rights were arranged for volunteers and local committees.
7. Research. (1) Researches were carried out on issues of best practices concerning the civil society values and principles in similar working NGOs (internal or externally).
8. Consultancy visits. (35) consultancy visits were arranged for groups of farmers and volunteers on topics of civil society best practices.
9. Summer camps. (15) Local and external summer camps were arranged for volunteers. |
<table>
<thead>
<tr>
<th>Result 4: Peace values that based on freedom and justice enhanced</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Workshops. (45) workshops for volunteers, active personnel concerning independent declaration, UN resolutions, Refugees rights, Settlements and its impact</td>
</tr>
<tr>
<td>2. Conducting of training Courses. (8) courses for PARC’s employee and volunteers will conducted to elaborate the concept of justice, equity, good governance</td>
</tr>
<tr>
<td>3. Campaigns. Arranging of (1) campaigns about the impact of occupation during the past 60 year on the natural resources (land and water. Campaigns about right to return, Campaign for illustration of water resources, management, limitations, future estimation, Local campaign for olive harvesting near separation wall</td>
</tr>
<tr>
<td>4. Internal &amp; external exchange visits. These visits (55) will be arranged internally and (2) external visits for employees and volunteers and it will be used to elaborate the concept of peace according to Palestinian agenda</td>
</tr>
<tr>
<td>5. Research. (1) Research will be carried for documenting of Occupation practices and destruction activities.</td>
</tr>
<tr>
<td>6. Evaluation. An external firm will be contracted to evaluate the impact of this program by the end of the 3 years</td>
</tr>
</tbody>
</table>

| 1. Workshops. (30) workshops were offered to volunteers and active personnel on topics of independent declaration, UN resolutions, Refugees rights, Settlements and their impact (65 male, 90 female and 448 youth) |
| 2. Conducting of training Courses. (3) courses were held for PARC’s employees and volunteers which elaborated the concept of justice, equity, and good governance (9 female, 42 youth) |
| 3. Campaigns. (3) Campaigns were conducted about the impact of occupation during the past 60 year on the natural resources (land and water) in Palestine. Campaigns serving the topics of Right to Return, Water resources, management, limitations, future estimation, and Olive harvesting near the separation wall have been conducted. |
| 4. Internal & external exchange visits. (35) internal visits were arranged in addition to (3) external visits for employees and volunteers where they elaborated the concept of peace according to the Palestinian agenda |
| 5. Research. (1) Research was carried out on documentation of Occupation practices and destruction activities. |
| 6. Evaluation. An external firm was contracted to evaluate the impact of this program at the end of its 3 year duration. |