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## Introduction

“One cannot predict the prospect of what days will bring, specially under these circumstances, but it is of human competence to work under oppressive pressures”.

Under this slogan, PARC crystallized its role for the year 2002. PARC equipped it self with the necessary strength in order to proceed under the current difficult situation of siege, road destruction, prevention of work, prohibition of access to agricultural land, and destruction of crops.

Despite the pressure and aggression imposed on Palestinian farmers throughout the territories, PARC has worked on several essential projects such as enhancing food security on the household level, creating job opportunities through the project food for work “Relief for development”, consultancy and training projects, land reclamation, and supporting poor Palestinian families.

PARC has left a significant mark through its work throughout the territories, specially after the successful usage of decentralization, establishment of branches and the distribution of employees to cover all areas of interest.

It was essential for the Palestinian people to experience the value of self support. However, it was not possible to achieve this without organizing the target groups in cooperatives, women’s centers, and youth and farmers’ committees. Most of these affiliated organizations played a successful role in contributing to the national development process.

We extend our gratitude to all those mentioned above, as we value their work and will strive to help them reach their goals.

To all local and international organizations, individuals and authorities who supported us to achieve our accomplishments, we extend our deepest gratitude and promise to continue on the same path of cooperation and joint work.

**Rawya Al-Shawa**  
President- Board of Directors



## General Situation During 2002

### The Political Situation:

The year 2002 saw continuing deterioration of the political and economic situation, and especially concerning loss of Palestinian lives and land, which increased dramatically. Since the beginning of the occupation and for the past thirty five years the Israeli army has destroyed the entire infrastructure available in the Palestinian villages and cities in the West Bank and Gaza and has placed people in huge cages and behind high cement walls, preventing them from moving freely and keeping them under continuous observation.

The occupation's aggressive policies increased in the year 2002, the most outstanding and dramatic events were the re-occupation of the cities of the West Bank that were under Palestinian control. The re-occupation started in March and remained for the rest of the year; all cities were re-occupied and fully controlled by the Israeli army. The most savage part of this was the massacres, which occurred in Jenin refugee camp and Nablus city. More than 180 Palestinians were killed in two weeks. The number of martyrs in the year 2002 reached 1,174 persons; this number is twice as big as the number of martyrs of the previous year. More than 41,000 Palestinians were injured, 5,573 houses were demolished or partially destroyed, 134 water constructions destroyed and more than 242,596 trees uprooted. PARC played an outstanding role in humanitarian aid throughout the year in support of Palestinian families under curfew and siege. All its resources were used to facilitate the process of donation collection from Palestinians and foreigners in support of the poor and marginalized. Food aid was distributed in coordination with the different regional offices and the social support department in PARC, who were able to reach





thousands of poor families in besieged areas.

The Israeli campaign to re-occupy the territories had the political aim of destabilizing the Palestinian Authority and destroying all the security bodies and service organizations to force the Palestinians to accept the Israeli solution of the political problem, and to undermine the legitimacy of the Palestinian's establishing an independent state. This was clearly noticed in the brutal shelling and destruction of the different ministries and offices and closing down of all areas, thus obstructing all kinds of mobility in all Palestinian cities and villages. In 2002 two million Palestinians were placed under siege for more than 238 days. A total of 120 military blocks and checkpoints divided 300 residential cities or villages and Gaza was divided into three parts.

The other major incident which is as dangerous as the re-occupation of the Palestinian Territories through out the year 2002 was the fact that Israel began to construct the Apartheid wall, which is planned to stretch from Jenin to Hebron and will reach a length of 360 km. The first phase of this wall started in May of this year where around 10,000 dunums of land were destroyed along 125 km, this lead to the isolation of around 15 villages, the uprooting of 83,000 trees and the destruction of 35,000 meters of irrigation networks, and the destruction of the green-houses in 39 villages and residential localities. The wall's construction is very dangerous as it will lead to the confiscation and destruction of more than 96,000 dunums of the most fertile agricultural land. Accordingly, PARC in cooperation with other local NGO's have started a campaign against the wall and in assistance of farmers and their families with minimal loss possible. One of PARC's main aims in the coming year is to support farmers who are affected by the wall's construction.

## **The Economic Situation:**

The economic situation deteriorated through out the year 2002 as indicated by the Palestinian Bureau of Statistics in one of the surveys conducted with regards to the effect of Israeli measures on the Palestinian economy. This survey indicated that 56.5% of Palestinian families (318,448 families) have lost fifty percent of their income, 57.8% of families in the West Bank and 84.6% of families in Gaza (274,811 families) are living below the poverty line. The current situation also affected the gross income of all Palestinian families by around a 20% decrease in comparison with the previous year.

The number of unemployed workers reached 320,000 persons in comparison to the 219,000 in the year 2001. Unemployment rates increased by 7.5% in the West Bank and 9.4% in the Gaza Strip. They reached 33.6% in all Palestinian territories, this percentage is an estimate for all areas and does not indicate a correct estimation of unemployment rates in rural areas, which may reach up to 75% in some villages next to the green line and who are completely dependant on work inside Israel.

The Palestinian Ministry of Finance reports indicate that the total economic losses reached six billion US dollars, due to the stagnation of the working force and



restrictions on movement of goods locally and internationally. The production of factories decreased by 60% on the one hand and the Israeli government facilitates the transportation of its goods into the Palestinian villages and cities through the check points on the other to ensure that they reach Palestinian consumers who are forced to purchase these goods due to lack of any local alternatives.

The losses within the agricultural sector according to published reports by the Ministry of Agriculture reached 641.5 million US dollars in the year 2002, of which 185.3 million dollars are losses due to land destruction and uprooting of trees and crops in comparison to the 48 million dollars' loss for the year 2001. 130.6 million dollars were registered as losses for decreasing prices of agricultural products in comparison to the 50 million dollars' loss for the year 2001, 16 million dollars losses for the increased prices of fodder, 28.8 million dollars losses of exports to Israel and other countries, and 280.8 million dollars are the losses by agricultural laborers compared with the 124 million dollars loss for the year 2001. Last but not least the loss of agricultural transportation, marketing losses and animal wealth losses reached 60 million dollars. In addition to the above mentioned losses, 7,900 farmers working within the sector also suffered from the planned destruction campaign which led to the uprooting of 242,596 trees, destruction of 53,358 dunums of land, killing of 198 cows, 2,483 sheep, and 1.2 million poultry heads, destruction of 6,211 bee hives and demolishing of 209 wells and 766 pools.

Despite all the above mentioned losses the sector was able to offer job opportunities for around 15,000 workers through out the year 2002, which stresses the fact that this sector is the safety valve for Palestinian families in times of difficulty especially since 65% of Palestinian families live in rural areas and are connected in one way or another to agriculture. The Israeli government is well aware of this fact and therefore works on destroying the infrastructure of the sector through the continuous confiscation of the land, uprooting of fruit trees, controlling water resources and obstructing the agricultural marketing process.

The economic suffering of Palestinians in the year 2002 clearly indicated the dependency of the Palestinian economy on the Israeli economy. This has been the aim of different Israeli governments throughout the past thirty-five years, in order to keep the Palestinian market as a consumer market for their products. All this contributed negatively to the development of an independent Palestinian economy, which became greatly dependant on international donor support that is insufficient to fulfill the main needs of the community and to support the poor and marginalized families in Palestinian society.



# PARC's Relations with Governmental and Non-Governmental Organizations

## I. Civil Society Organizations:

Despite the complex economic, political and social situation throughout the year 2002, PARC has tried to remain stable in its support to the PNGO network in consistence with its vision, mission and national role on the one hand and its role in building a democratic civil society on the other. It is worth noting that at one point the national role overruled others in response to the needs of local communities especially during the emergency period. PARC hosted the PNGO network for the third year, 5 meetings of the general assembly were conducted and more than 50 meetings for the coordination committee. PARC participated in 16 of the established committees within the PNGO. These committees played an important role in highlighting PARC's tasks and achievements within several national issues. The most important among these issues were:

Development of the NGO's funding policies through PARC's presence in the French project committee in support of Palestinian organizations and the governance committee for the World Bank project. In addition, PARC has raised the issue of building a democratic society through membership in the civil society committee and activating the role of NGOs in placing emergency policies within the National Emergency Committee in support of the Nablus and Jenin areas.

**PARC played an outstanding role on different levels within civil society through:**

**First:** Contributing through activities on the National level and dynamic participation in the GIPP groups. A number of meetings were conducted with the different Consulates, Representative Offices and International organizations working in Palestine, besides active participation in Al-Marsad for boycotting Israeli settlement products.

**Second:** Reinforcing reformation and civil society on the local level through participating in different committees for monitoring and revising the election laws, in addition to participation in the civil society committee for development and resistance. PARC has also played an active role in reinforcing the implementation of the NGO law declared in the year 2000. Despite the difficult situation during the year, we were able to lead the elections for the coordination committee in the PNGO network and facilitate communication between the different NGO's working in the West Bank and in Gaza. PARC also coordinated its relations with the different NGOs working in Israel through Ittijah.

**Third:** Reinforcing relations within the different NGO networks regionally and



internationally through strengthening relations with the different charitable society groups.

Fourth: Participating in all the emergency committees arising after the Israeli re-invasion of Palestinian cities in March and April of 2002 and actively coordinating the transportation and distribution of food and medicine aid, besides coordination for the different branches of Grassroots International for the Protection of the Palestinian People groups (GIPPP). The total cost of PARC's staff office work and contributions in these committees was approximately 100,000 US\$.

## II. Networking with regional and international organizations:

PARC continued to be a member in the following networks:

1- Arab Sustainable Development Network ANSAD; PARC preserved its role as the main coordinator within this committee, the fourth meeting was conducted between 9 - 11th of September 2002 with the participation of Egypt, Tunisia, Morocco, Palestine, Yemen, Syria, Jordan and Mauritania. In the meeting the members approved the plan for 2003 through:

- \* Follow-up of the committee's workshops and adding Algeria as a new member to the network.
- \* Follow-up of the documentation of PARC's experience in sustainable development in the Arab World.
- \* Contributing to the exchange of experiences in sustainable development in the Arab World.

As for technical expertise, the network conducted a number of training courses and workshops as follows:

- \* Training network members on drip irrigation in Jordan with the participation of 14 members.
  - \* Training on solar sterilization in Egypt.
  - \* Exchange visit to organic farms in Egypt by PARC's members.
- 2- Urban Agricultural Committee - Gaza; this committee includes members of the different municipalities, infrastructure organizations, al-Azhar University, Ministry of Environment and PARC, who plays a major role in this committee. It is worth noting that this committee was not very active in 2002 due to the current situation.
- 3- Agricultural Coordinating Committee; ACAD is the coordinating organization for this committee in the West Bank and PARC is the coordinator in Gaza. All organizations working in rural development are members in this committee that deals with issues of registrations within the Ministry of Agriculture and



issues related to agricultural policies in Palestine including; laws, legislations, emergency and others.

- 4- Relations with the Palestinian Poultry Board: a memorandum of understating was signed aiming at cooperation in organizing poultry farmers, conducting elections and offering services for 2003.
- 5- Arab NGO's Network that was established in 1997 in Cairo - PARC is one of the founding members.
- 6- IFOAM network is an organic agriculture technical network that publishes certifications, offers support and coordinates among Mediterranean countries. Two of PARC's staff participated in specialized training in this field in Italy.
- 7- PENGON; is the environmental network in Palestine with the following members:
 

* Land Research Committee	* ARIJ
* PARC	* PHG

This network is currently hosted by PHG. It is worth noting that this network played an outstanding role in providing information regarding the apartheid wall built on Palestinian lands. This committee is still playing an important role in publishing reports and providing information, in addition to accompanying and organizing delegation visits and support groups to farmers who are affected by the wall.

- 8- PARC's membership in the FAO project on behalf of the agricultural sector, and the membership in FAO's program for Integrated Pest Management IPM with the Mediterranean countries (Syria, Lebanon, Jordan, Egypt, Iran and Palestine). Work is now proceeding on developing an IPM program for green houses and grapes for the year 2003.
- 9- PARC's membership in the International Gender Network. This network is hosted by NOVIB and is specialized in Gender issues. 34 nongovernmental organizations are members in this network.

### **III. Relations with Governmental organizations especially the Ministry of Agriculture:**

The year 2002 witnessed development in professional relations with the Ministry of Agriculture. Following are the most outstanding issues worked on:

- 1- Conducting a number of meetings of the agricultural coordinating committee irregularly due to the current situation.
- 2- Activating the participation of farmers in the formulation and development of the agricultural law after signing an agreement with the legislative department in the PLC. A series of TV episodes and workshops were conducted with active participation of the Ministry of Agriculture's different departments in the regions. It is worth noting that the agricultural law is the first law to be shared by stakeholders in all regions aiming at having a progressive and new law serving agriculture and the agricultural sector.



- 3- Continuing the implementation of the Islamic Bank project in cooperation with the Ministry of Agriculture and UNDP in the following fields:
  - \* Individual and group land reclamation
  - \* Opening of agricultural roads
  - \* Extension services, training and cultivation of trees.
- 4- Gaza Valley project which is implemented by a coalition of NGOs, PARC being one of them in addition to UNDP, AWC and Ministry of Environment.
- 5- Job creation project with UNDP aiming at implementation of activities in water and environment.
- 6- Biodiversity project implemented in cooperation with UNDP and AL-Najah University
- 7- Development of credit schemes for women through training and extension services implemented in cooperation with IFAD, ANERA, Ministry of labor and through PARC's credit and saving societies.
- 8- Development of Jenin villages' project aiming at working with grassroots organizations implemented in cooperation with Maán and PHG and funded by CARE international.

#### **IV. Relations with Palestinian Organizations in the Green Line:**

- 1- Itijah; is the network for Palestinian NGOs inside Israel, a unique relation was developed through out the year in the fields of:
  - \* Provision of food and medicine aid to Palestinians
  - \* Solidarity campaigns, delegation visits and demonstrations at check points.
  - \* Media and the provision of information.
- 2- Al-Ahali Society in Nazareth; cooperation was in the following fields:
  - \* Publishing a joint magazine called "Al-Muzare" The Farmer.
  - \* Joint researches in developing flytraps for olive trees and IMIS program for irrigation development.
  - \* Follow-up on the work regarding social support, adoption and collection of donations.
- 3- The Galilee society in Shafa Amr; this relation was developed through a series of researches and applied projects in:
  - \* Medicinal herbs development project.
  - \* Production of low fat poultry meat.
  - \* Collection of donations of food and medicine and assistance in medical aid for injured.
  - \* Provision of information and getting solidarity groups in support of the Palestinians.



## PARC's Internal Situation During 2002

To ensure PARC's professional services under the prevailing political situation and the continued closure of all areas, a decision was made to move the headquarters of PARC from Ramallah to AL-Ram area which is of easy access to all regions of the West Bank, to ensure continuous cooperation and communication among the different branches. This movement of offices incurred additional costs on the organizations due to the fact that these offices had to be equipped and three flats were rented out for staff accommodation.

One of the most outstanding challenges for 2002 was providing the services to the biggest number of marginalized families living in remote areas from the central cities under the imposed continuous siege in the West Bank and Gaza. Three additional offices were opened in Toubas, Qalqilia and Jerusalem in addition to equipping four branch offices to serve the remote villages under continuous siege that were difficult to access through roads. All this increased the financial and administrative costs of the organization.

Planning, decision making and implementation of the organization's programs and projects became the responsibility of a board of directors consisting of the directors of the rural groups' gatherings, main departments in PARC and the General Director. This board met regularly. For better working results continuous coordination took place among the different units and departments in the West Bank and Gaza. A central administrative unit was developed in Gaza to follow up the technical and administrative issues raised there and was in continuous communication with the West Bank units through phone, electronic mail and faxes.

Due to the above mentioned increase in activities and services 22 new employees joined PARC's staff in all branches. The total number of staff reached 134 employees, of which 47 are females (35%) and 87 are males (65%). These numbers do not include the 18 part time employees on project basis of which 9 are females and 9 are males.

As for the motivation system in PARC in 2002, continuous educational support by 50% to 21 employees continued. 35% of the employees being the outstanding workers received financial incentives. Four psychological outlets sessions were conducted for a period of 7 days in all PARC's branches aiming at discussion of changes that took place under the emergency situation. A specialized motivation expert joined the organization to work on a comprehensive motivation program for PARC and the volunteers of PARC in 2003.

Work continued on deepening the concept of CORDA, which consists of PARC, Rural Women Development Society, Farmer's Union and Friends of PARC and the agricultural groups. Work started in capacity building, training, participation in workshops and seminars and joint project implementation with the partner organizations to enhance their administrative, logistical and financial capacities and allow them to exchange information and expertise.



## PARC in 2002

### The Outstanding Achievements:

- 1- Distribution of donations and humanitarian aid amounting to 3.6 million US dollars to 82,007 Palestinian needy families.
- 2- Opening of 423 Km of agricultural roads that greatly contributed to the provision of mobility and communication among the different areas and facilitated the communication of farmers to access around 180,000 dunums of agricultural lands.
- 3- Reclamation of 1,440 dunums of land.
- 4- Building of 209,853 square meters of terraces aiming at saving the agricultural land and providing job opportunities for the unemployed.
- 5- Distribution of seeds and seedlings benefiting 860 duns of land for 795 farmers.
- 6- Conducting 150 tree plantation campaigns, 218,000 trees were cultivated.
- 7- Developing and building a strong base of rural grassroots organizations and working with 461 gatherings of farmers, women and youth.
- 8- Building 130 rural gatherings, 10 credit and savings groups, 55 womens' clubs, 26 youth and environmental clubs and 36 agricultural gatherings. The total number of gatherings for 2002 reached 461 grassroots organizations.
- 9- The total number of beneficiaries from PARC's activities and projects reached 191,172 cases of which 124,261 are females (65%) and 66,911 are males (35%).
- 10- Conducting 64 summer camps for children where 640 male and female leaders





participated benefiting 9600 children.

- 11- Supporting six Association of saving and Credit in the Registration process.
- 12- The water resource rehabilitation program provided an additional 92912 m3 of irrigation water for 4560 agricultural dunums and 10500 livestock. In addition, the program generated 43,009 work days for 4560 laborers.
- 13- The Separation Wall committee within PARC conducted 3 international activities, organized 45 field visits for international and local diplomatic and media groups, and covered the administrative cost of the Tulkarem Wall Committee regional office.
- 14- Conducting a detailed needs assessment study for villages affected by the Separation Wall in Jenin, Tulkarem and Qalqilia.

### **The Main Obstacles:**

- 1- Difficulties in mobility between the different branches and the headquarters due to the huge number of military check points.
- 2- The closure and siege imposed on the different areas obstructing implementation of activities and projects.
- 3- Difficulty of conducting meetings and discussion sessions with the Gaza branches and offices for exchange of information and expertise.
- 4- Difficulty of conducting the board of trustees meetings regularly due to the fact that there was no quorum.
- 5- The increasing cost of transportation and communication that reached 127%.
- 6- Difficulties due to terminating the services of part time workers in projects that ended.
- 7- A number of PARC's staff were injured, imprisoned or even beaten by the occupation army.
- 8- The delay in receiving reports and financial transactions due to difficulty of mobility.
- 9- Loss of documentation and financial invoices or transactions due to the occupation of PARC's offices by the Israeli army.

### **Capacity Building of Staff:**

PARC's staff were exposed to a unique experience in stress management throughout the year 2002; they were able to accommodate activities in a prompt and effective way to fulfill the needs of rural communities under the emergency situation. They were able to achieve this through our widely spread offices and staff on one hand and the strong relations with grassroots organizations and groupings that already exist on the other. All this was achieved at a time when most of the National and International organizations were unable to work or function. PARC's philosophy in empowering the marginalized groups and activating voluntary work were the reasons behind success in the implementation of emergency projects and acquiring highly sophisticated administrative and developmental skills. The main achievements were:

- \* Establishing, organizing and building the capacity of 162 emergency committees in the different regions of the West Bank and Gaza. These committees will ensure the sustainability of voluntary work in support of the needy families.





- \* Conducting a needs assessment study during the emergency situation and fulfilling these needs in a developmental manner while preserving people's dignity; a good example is the food for work project that PARC introduced to solve the unemployed workers' problems instead of distributing food aid to them for free.
- \* PARC's staff was able to effectively manage their time. This is evident from the fact that they were able to implement emergency projects with no interruption to the ongoing planned activities in the organization.

In addition to the above-mentioned achievements, PARC's staff participated in 66 training days in the following topics:

- \* Communication skills
- \* Project management
- \* Developmental extension
- \* Gender
- \* Beneficiary identification
- \* Environment

These courses were specially tailored to fulfill the training needs of our staff in capacity building of agricultural, women, youth and rural organizations.

Another important experience acquired was the planning process for 2003. A comprehensive training program for rural extension workers was placed and implemented through five central workshops dealing with concepts such as; gatherings, networks and social movements. Thirty days of field research on PRA techniques and needs assessment identification were conducted for 461 grassroots organizations; all these surveys were gathered to formulate PARC's overall plans for 2003.



## The Media:

In the second half of the year 2002 a media unit was established in PARC, based on our belief in building strong developmental media as a tool for lobbying and advocacy and building the capacities of rural gatherings. Two journalists were appointed, who worked on visual and written material and on designing and planning capacity building episodes for PARC and partner organization extension workers.

The first step taken was the development of a training program for the headquarters and regional offices on techniques of transmitting the voices of marginalized groups in rural areas thus offering them the opportunity to express their needs in local and international media. The following was achieved:

- 1- Five news reports.
- 2- Designing and filming of three documentary episodes.
- 3- Five television interviews with international TVs.
- 4- Twenty three interviews with local TVs.
- 5- Publishing of 70 articles in the local newspapers.
- 6- Conducting 55 interviews with local Radios.
- 7- Coordinating 30 field visits with local and international media workers to rural areas, especially around the separation wall.

In addition to the above, an archive of pictures concerning PARC's achievements and documentation of the Israeli brutality against Palestinians was developed. The media unit also contributed to the marketing campaigns of agricultural products especially Olive Oil, Dates and Cous Cous through publishing three news reports, a documentary film and seven television episodes with local TVs.

The activities of the media unit will be an important part of PARC's plan for 2003. We will concentrate on the development of a capacity building program lobbying and advocacy through media use, in addition to equipping the center with all necessary facilities.

## The Social Support Program:

Due to the difficult economic and political situations for Palestinians in 2002 and the increasing demand for emergency projects implemented by PARC, we decided to open a specialized independent department to follow all the emergency social assistance and support work. The department concentrated on the implementation of five projects; an emergency food aid project, school bags for girls, food for work, popular education and adoption programs for poor families.

The emergency food aid project was implemented during the invasion period of the Israeli army into West Bank cities in April and July. Food aid and other necessary supplies for the families were distributed benefiting 64,347 families at a total cost of 1,000,829 \$. The community contribution of farmers and the cooperation with women's clubs reached 347,213 \$. PARC's volunteers achieved 1,200 days of voluntary work conducted for the collection and distribution of the donations. The



department also worked with around 7,800 male and female students in the cities of Jenin, Qalqilia and Nablus where popular school classes were opened to substitute for the school days when curfews and siege were imposed.

As for the school bags project; 3,181 school bags were distributed to girls coming from poor families affected by the prevailing situation, aged between 12 - 16 years. The project helped ease up the financial burdens on these families for schools on one hand and it encouraged the families to send their daughters to schools on the other, due to the fact that with the difficult financial situation, girls are usually the ones that are prevented from going to schools.

In an attempt to implement emergency projects aiming at development, the department implemented a food for work project. This project differs from the traditional emergency projects for the poor and needy families who usually receive relief food aid for survival, in this project these families had to work to earn this food. A total of 7,481 tons of food amounting to 2.6 million dollars were distributed to 12,500 families (6,000 families in Gaza and 6,500 families in the West Bank). The unemployed workers benefiting from the activities worked under the supervision of 162 voluntary emergency committees. The implemented activities varied from house garden development, terracing, rehabilitation of schools and public places, olive picking campaigns, cleaning and environmental campaigns, maintenance of historical locations and income generating projects. It is worth noting that the local community provided the necessary equipment and resources for implementation of the projects. The food for work project enhanced the administrative skills and voluntary work spirit among the workers and the monitoring committees who implemented more than 50% of the activities.

In addition to all the above, PARC was able to provide in kind or financial aid to 160 families with a total of 93,910\$, this was implemented in cooperation with the partner organizations inside the green line and through the adoption program.



## Aims Achieved

### First Aim:

### Encourage farmers to apply sustainable agricultural techniques and marketing of safe agricultural products:

Despite the difficult circumstances that the agricultural extension program faced due to the continuously imposed closure throughout the year, the extension workers were able to conduct a number of field visits to 50 farmers using safe agricultural techniques. 50 demonstrations were conducted about the use of compost, colored traps, and organic pesticides available in the market. The organic farming and IPM demonstrations were implemented in 2,000 dunums of land, it is worth noting that farmers were not successful in marketing their product in a specialized shop, so they had to market them in local marketing centers and shops. The program was able to raise the administrative and leadership skills of 50 farmers. The main outputs for realizing the first aim were:

Activities	Outputs			
	Planned	Implemented	# of beneficiaries	Percentage %
Farmer's field visits	1100	907	550	82
IPM training courses	19	18	270	94
Organic farming training	11	20	210	181
Farm and project management	4	5	50	125
Bee keeping courses	15	10	100	66
Workshops	30	9	110	30
Exchange visits	14	0	0	0
Organic farming demonstration	62	29	29	46
IPM field	152	60	60	39
Participation in TV episodes	11	3	Not available	27
Farmer's training on capacity building	10	1	14	10

It is important to note that the number of field visits decreased in comparison to the year 2001, the fact that 2,553 visits to 1,516 farmers were conducted while only 908 visits were conducted in 2002. The cause of this decrease in number of visits was due to the increased time and cost to reach the desired destinations. As for the organic farming and IPM demonstrations they also decreased in comparison to the previous year, which included 38 organic farming and 75 IPM demonstrations in 2001 and 29 organic farming and 60 IPM demonstrations in 2002.

The individual field visits were substituted with workshops and training courses,



because they are able to accommodate a bigger number of trainers and are more effective for exchange of experience and knowledge.

**Conclusion:**

*The above-mentioned program encouraged farmers to use sustainable environmental techniques; the number of farmers using these techniques reached 550 farmers cultivating 2,000 dunums of land. Twenty new applications were also introduced to the program. In addition to the above, 14 farmer leaders were trained in organic farming techniques.*

**Second Aim:  
Encourage farmers to return to caring for the olive tree:**

The problem of marketing Palestinian olive oil increased, and the prices of oil decreased by 50% in comparison to the past years. This negatively affected the motivation of farmers to look after the olive tree, despite its economic importance for rural families who depend on its income in times of closure of the Israeli labor market. The main activities implemented by PARC were: Conducting 8 training courses in trimming techniques and safe farming, Production of specialized pamphlets and other publications, and Conducting 11 field demonstrations for organic olive farming. It is obvious that fieldwork has decreased in comparison to the previous year (12 days for 139 farmers). As for the workshops, they have increased as they were 6 last year and 11 this year.

**Conclusion:**

*The extension programs for olive tree cultivation were affected by the imposed siege and closure, it also led to difficulty in marketing of the olive oil. This caused a drop in farmer's interest in olive trees. In addition to the fact that these farmers are already suffering from lack of financial resources to look after the tree despite its hereditary importance being a symbol of security and safety in cases of lack of income.*

**Third Aim:  
Enlarging the quality and quantity of available local breed seeds for farmers:**

The accumulated experience of the extension workers in the field of developing local breed seeds and the farmer's satisfaction with the available varieties were the main cause behind our continuation with this program, despite the immigration of the program expert who managed and developed the program for the past five years.



All available training materials, pamphlets and trained farmers enabled the successful implementation and sustainability of the program. The following table illustrates the achieved activities:

It is noticed that the cultivated areas with developed seeds increased in comparison to the past year, 860 dunums versus 625 dunums in the past year. The number of seedlings distributed doubled this year, also the amount of seeds produced increased this year to reach 342 kg in comparison to 160 kg in the previous year. However, there was a regression in the training of farmers and agronomists in addition to the production of new types of seeds.

Part of the unplanned activities that contributed to the realization of the above mentioned aim was the contribution of the extension worker's department in the production of 8 issues of (The Muzare') the farmer magazine that is published in cooperation with Al Ahali society inside the green line. This includes subjects related to developmental issues prepared by experts within the green line and in PARC. A specialized training book in bee keeping was published; this book included technical and practical techniques for farmers in that sector.

**Conclusion:**

*Farmers increased their demand for the cultivation of locally developed seeds in comparison to the previous year by 50%. This is an indicator of their satisfaction with the improved seed breeds. The amounts of produced seeds increased by 48% and the cultivated land doubled. There was a decline in the amount of training and seed improvement activities conducted.*

**Fourth Aim:  
Enlargement and protection of agricultural land  
through job creation projects:**

The prevailing economic situation contributed to an increase in the unemployment rate, which in its turn led to an increasing need within rural areas for job creation projects and programs. This year, the project facilitated 85,109 working days benefiting 11,371 workers in land reclamation, agricultural roads and terracing projects. These projects were implemented in cooperation with 154 grassroots organizations or committees that monitored the farmer's contribution and work. In addition to the above, 9,847 meters of cisterns were dug, 150 dunums of fencing set up and 52,207 fruit tree seedlings were cultivated.



The most outstanding activities are illustrated in the following table:

Activities	Outputs		
	Planned	Implemented	Percentage%
Agricultural Roads (km)	465	423	91
Beneficiaries from the roads (rural families)	9,300	9,705	104
Unifying roads (km)	265	295	111
Farmer's committees	100	95	95
Land Leveling (dunums)	2,000	1,440	72
Families benefited from land reclamation	238	183	77
Distribution and cultivation of trees	40,000	52,207	130
Terraces (m <sup>2</sup> )	45,000	209,853	466
Terracing beneficiaries	250	1,224	490
Exchange visits	13	0	0

The amount of jobs created from land development during 2002 reached 85,109 days in comparison to 70,177 days in 2001. Despite the fact that the amount of reclaimed land decreased in to 2002 (1,440 dunums) in comparison to 2001 (1,829 dunums) but the number and length of opened agricultural roads increased to reach 423 km versus 325 km in 2001 and the amount of built terraces was 210,000 meters in comparison to 199,748 meters in the previous year.

**Conclusion:**

*The land protection and enlargement programs created 85,109 working days for 11,371 workers; this is an increase by 20% in comparison to the previous year. In 2002: 1,444 dunums of land were reclaimed and 423 km of agricultural roads were opened benefiting 180,000 dunums of land. These projects facilitated the access of farmers to their land and raised the administrative and financial skills of 150 rural organizations and committees participating in the implementation of the projects.*

**Fifth Aim:  
Encourage environmental friendly practices  
among beneficiaries:**

In 2002 there was an increase in request by the women's clubs and the youth environmental clubs for projects such as household treatment plants, composting and cleaning campaigns. This led to an increase in implemented activities on the one hand and developing the capacity of a number of official and unofficial organizations in this field on the other. The program had a regional aspect of cooperation with Jordan through INWRDAM and in India through IWMI.





PARC's involvement in environmental issues affected official policies with regards to waste water treatment to be used in agriculture, which led to environmental reformation on the national level. This increased the public, private and civil society organizations interested in treatment plants for small communities. Knowledge accumulated over the past five years enabled PARC to place a draft strategic plan for treatment of liquid waste for small communities and a draft plan for treatment



of waste water in rural areas; this will assist in developing a comprehensive national strategic plan to solve waste water problems in rural areas.

Activity	Outputs		
	Planned	Implemented	Percentage %
Rational use of energy	195 beneficiaries in 13 workshops	381 beneficiaries in 14 workshops	195
Environment Management courses	420 beneficiaries in 34 courses	944 beneficiaries in 40 courses	117
Environmental awareness campaigns	10 locations - 500 participants	4 locations - 140 participants	40
Publishing of pamphlets	6 pamphlets - 12,000 copies	8 pamphlets - 24,000 copies	133
Testing of 90 treated water samples	90 samples	120 samples	133
Environmental lectures	115 lectures for 1,725 beneficiaries	84 lectures for 1,969 beneficiaries	73
TOT in treatment plant Designs	One course for 12 trainers	One course for 17 trainers	142
Environmental campaigns	108 locations, 20 campaigns, 30 schools, 2,900 volunteers	112 locations, 33 campaigns, 13 schools, 2,766 volunteers	103
Tree planting campaigns	12 campaigns, 360 volunteers, 6,000 seedlings	15 campaigns, 417 volunteers, 48,000 seedlings	125
Environmental Clubs	10 clubs, 305 new members	11 clubs, 775 members	110
Individual treatment plants	30,000 m <sup>3</sup> of gray water treated, 60 individual plants, 3 collective plants for 13,000 beneficiary	35,496 m <sup>3</sup> of gray water treated, 101 individual plants, 4 collective plants for 1,539 beneficiary	166
Digestive unit	4 m <sup>3</sup> of animal waste treated	2 m <sup>3</sup> of animal waste treated	50
Exchange visits	11 visits to 220 farmers	5 visits to 90 farmers	45
Activation of 7 farmer's groups	7 groups for 140 farmers	7 groups for 60 farmers	100
National environmental conferences	1 conference	2 conferences	200
School gardens	20 school gardens	9 school gardens	45
Irrigation courses	14 courses	14 courses	100
Training of staff outside the country	3 employees	3 employees participated in two courses	100
Supporting and training environmental organizations	10 organizations	10 organizations	100



Despite transportation difficulty the environmental awareness campaigns achieved better results in comparison to the previous year; for instance 25 plants were built in 2001 and 44 in 2002, and only 42 cleaning campaigns were conducted in 2001. PARC proceeded this year in its cooperation with the Ministry of Education aiming at integrating the environmental awareness program for students in the schools, this resulted in opening 11 youth clubs with the participation of 775 new students. The total number of youth environmental clubs is now 40.

**Conclusion:**

*As a result of the environmental department activities 3,227 families adopted environmental friendly techniques such as; rationing of energy use, water treatment, cleaning campaigns and treatment of animal waste. In addition to the above 7 new youth groups were established.*

**Sixth Aim:**

**Developing new water resources for agricultural use:**

Before 2002, 3 consecutive years of drought decreased ground water levels to 40m especially in the southern areas of the Jordan Valley. A big part of PARC's programs aimed at decreasing the effect of lack of water for agriculture and increasing the ability of the agricultural sector to face the recurring drought. The program for developing new water resources facilitated 45,200 m<sup>3</sup> of irrigation water through the rehabilitation and construction of 608 cisterns and rain harvesting pools. The program also assisted in increasing the water reservation capacities for green houses by 24,250 m<sup>3</sup> of harvested rainwater.

Accordingly, the total amounts of harvested water reached 92,912 m<sup>3</sup> of water in different rural areas. The above-mentioned projects helped create 43,009 working days for 4,560 workers.

**Conclusion:**

*The irrigation program provided 4,560 dunums of land and 10,500 heads of animals with necessary water; it also created 43,000 working days for 4,560 workers.*

**Seventh Aim:**

**Encourage optimal use of available water resources in agriculture:**

The Irrigation and environment department in PARC worked on a comprehensive program for the optimal use of available water resources in agriculture, the number of farmers following these techniques reached 2,430 farmers. This program also facilitated the establishment of 3 irrigation groups who were trained and made aware of the importance of implementing water rationalization techniques on agricultural and domestic levels.



The above-mentioned groups in cooperation with and under the monitoring of PARC conducted 48 training courses and 91 demonstrations on household and field levels benefiting 800 women, 1,075 students and 2,430 farmers. The courses concentrated on different topics such as; rationing of water use on the household level, maintenance of irrigation networks and increasing farmer's irrigation water storage capacity.

**Conclusion:**

*The program encouraged 800 women, 1,075 students and 2,430 farmers to use optimal practices for water resources. These beneficiaries participated in a number of courses, workshops and individual demonstrations on household and field levels. The program also assisted in raising the skills of irrigation groups in solving part of the problems faced in rural areas.*

### **Eighth Aim: Increasing rural women's participation in the production process:**

Despite the difficult working conditions and the difficulty of getting the registrations especially in the first half of the year, PARC was able to register 7 credit and saving associations for 250 women members. These groups are now officially registered under the cooperative law in the Ministry of Labor. The credit and saving associations are being supported by PARC. The associations were able to save \$ 250,345, which is 158% of what was originally planned for.

This was due to the increasing number of beneficiaries who want to benefit from the scheme to provide cash for their families through having an income generating or service project. It was expected that 28 new groups with a membership of 560 women would be established; but the total number of associations reached 75 with 1,527 members, the achievement reached 384% of what was expected and the number of beneficiaries reached 3,120 women.

Revenues from individual loans, reached \$ 23,560 or the equivalent of 29% of the amounts planned for. This decrease in revenues was due to the difficulty in fulfilling the Arab Bank's lending conditions in providing a bank guarantor. The expected revenue per month for 21 loans was \$ 2,380 equivalent to \$ 28,560 yearly. We expected through this project to raise the family income by 55%. Workshops in savings and credit, principles of cooperation, and administrative and financial skills as well as capacity building activities for existing savings and credit groups were among the main activities implemented throughout the program in 2002.

The number of loans distributed this year constituted 50% of the overall loans distributed in the past four years. This reflects the adaptation of this program to women's needs to find a source of income to help solve part of their problems. The loans distributed were as follows: 18% were used for educational purposes for their children in universities, 7% for



medical treatment, 37% for different service projects which the women were unable to provide for their families and only 38% for income generating projects, which reflects a decrease in job opportunities. Six group projects for 184 women were supported. These projects were mostly in the Hebron area and constituted 35% of loans distributed in this area. The program provided 375 investment and income generating projects.

**Conclusion:**

*The Credit and saving program contributed to the registration of 7 associations, savings reached \$ 250,345 constituting 158% of planned savings for 75 groups. The revenue amount was \$ 23,560, 29% of the planned for amount due to Bank regulations. The loans created 375 projects.*

**Ninth Aim:**

**Activating the role and status of women in rural societies:**

Eight months have passed since the Rural Women's Society got their official registration from the Ministry of Interior. Elections were conducted for the board of directors and the director of the society was appointed. The Society passed a transitional phase of capacity building and was considered, as one of PARC's partners not one of its departments. PARC supported the Society throughout 2002 administratively, financially and logistically. Its work was a continuation of work done by the rural women department offering all technical and practical facilities and skills to pass on services and support to the beneficiaries.

The Society worked in 2002 with 68 women's clubs and 84 women's groups in the West Bank and Gaza. The number of women club members fulfilling all membership requirements reached 10,984 women, 7,921 in the West Bank and 3,036 in Gaza. Extension workers monitored and followed up the work in 10 clubs.

One of the outstanding aims that the society focused on in 2002 was building rural women's capacity in different skills and knowledge. 227 women leaders were trained in several fields related to income generating projects, agricultural and technical skills. 104 women leaders attended a TOT course to build their skills to train other women. The society was able to create 1,220 job opportunities.



The outstanding activities implemented were:

Activity	Outputs			
	Planned	Implemented	# of beneficiaries	Percentage %
Establishing house gardens	218	45	45	22
Supporting medicinal herbs and	400,000	234,700	2,019	59
Supporting seeds (Kg)	1,662	498	1,784	30
Supporting tree seedlings (dunum)	14,000	3,238	330	23
Marketing activities	16	29	425	181
Project management training	12	7	136	58
Professional and handicraft training	11	45	515	409
Agricultural training	25	25	627	100
House gardens training	21	19	551	90
Food processing training	15	47	1,049	313
Demonstrations	124	362	11,417	291
Women empowerment training	12	20	384	166
Supporting projects training	13	20	350	153
TOT	9	2	54	22
Workshops (general)	82	311	6,242	379
Awareness building and extension lectures	261	633	15,768	242
Exchange visits	34	29	515	85
Illiteracy classes	11	5	80	45
Tawjihi classes for 2002/2003 starting Sep.	14	25	373	178
Tawjihi Classes for 2001/2002	14	12	208	85
University scholarships	22	20	20	90

As for the role of the Society in supporting and building women's organizations and groups in rural areas, the women clubs were able to implement 553 activities and built partnership relations with 150 organizations in fields of project implementation. The women clubs have their own bank accounts the current deposit is \$ 67,719.

**Conclusion:**

*The program this year targeted 10,984 women members in 152 clubs and women groups. More than 200 leaders were trained in different administrative, financial and handicraft issues. A number of women leaders attended a TOT course to be able to assist in training other women. The extension workers implemented 554 activities achieving 87% of their plans. 1,220 working days were generated and cooperation and coordination relations were established with 150 local, national and international organizations.*



## **Tenth Aim: Capacity Building for the Farmers' Union:**

In the year 2002, the Farmers' Union started out as an incorporation body adopting lobbying and advocacy issues for the benefit of farmers on the central level. Being a chief party in the Coalition of Agricultural Development Committees, the Farmers' Union is presently upholding its administrative framework while at the same time activating its ongoing programs and building the capacities of its cadre, in order to assume the new administrative responsibilities in the best manner possible, in addition to the technical promotion of its marketing capabilities, the organization of agricultural cooperatives, and lobbying and advocacy for the promotion of the quality and quantity of services presented to the Palestinian rural areas.

By means of its marketing programs, the Farmers' Union aims at supporting small-scale farmers in terms of building up their marketing capacities through collective, purchasing and marketing that minimizes production costs and at the same time increases competitiveness within the agricultural market place. In the year 2002, 83 training workshops on marketing and collective purchase were organized for the benefit of 1,162 farmers. Additionally, financial support of 3.2 million dollars was extended to 870 farmers in the field of marketing, thus increasing their income by 6%. As for collective purchase of production materials, aid amounting to 255,480 dollars was extended thus minimizing production costs by 18% for the benefit of 810 farmers.

These collective marketing and purchase activities were organized in cooperation





with 220 committees and grassroots associations thereby accentuating the social legitimacy of these organizations, consequently paving the way for activities of lobbying and advocacy, and managing productive cooperatives, while at the same time enhancing the capabilities of civil society members within these associations.

The main lobbying and advocacy program executed in the year 2002 handed the issue of refunding the VAT paid by farmers in return for agricultural inputs. This program is rated among agricultural institutions as a pioneer program since 1999. The Farmers' Union thus coordinates the process of refunding, by collecting the invoices from farmers, submitting them at the PNA specialized desks, and refunding farmers accordingly. Around 110 farmers have already benefited from this program, each being refunded around 213 dollars per season.

In spite of its various achievements, the Farmers' Union institutional capacity is still in need of further development. Thus members of the Union itself and PARC are making joint efforts to uphold such promotion. Based on that, a capacity building program was put forth for the year 2003 covering issues of financial and administrative nature.

### **Eleventh Aim: Contributing to the Marketing Process of Excess Agricultural Production:**

The marketing sector was unable to withstand the Israeli military closures and the tremendous difficulties of movement of agricultural products, despite the fact that the marketing department has been heavily involved in relief activities especially during the siege at the beginning of the year 2002. Nevertheless, the marketing department succeeded in exporting 19 commercial parcels to many countries in the Gulf, Europe and Canada. Furthermore, an increase of 60% in the export rate has been registered, compared with the year 2001. Consequently, the value of exported goods has also increased by 75%.

As for unplanned activities, the most outstanding was collecting Italian contributions of \$ 80,000; the distribution of food parcels to 11,300 families under siege through PARC's food relief programs; participating in 5 local marketing exhibitions; and obtaining 320,000 dollars in loans to cover export activities.

#### ***Conclusion:***

*The Marketing Department was able to increase imports up to 75% in the year 2002.*



## Twelfth Aim: Promoting Voluntary Development Activities for the Benefit of Palestinian Rural Areas:

The voluntary development programs, implemented by PARC, have had quite an impact on the lives of Palestinians especially during the year 2002. In that year, a total of 80,550 voluntary days of work were organized in different areas with an increase of 68% compared with the year 2001. More than 12,850 volunteers participated in campaigns of renovations, land reclamation, youth activities and other activities especially in emergency relief projects. It is worth noting, however, that the total of voluntary days in the year 2002 are equivalent to 310 days of regular employees' work that is double the capacity of PARC's staff.

### Voluntary Working Days according to the cooperative:

Cooperative Name	No. of Days	Voluntary Work
Rural Women Development Society	14,537	Food processing projects, leadership trainings, women clubs management training, women's issues lobbying and advocacy campaigns.
Credit & Saving Association	6,144	Organizing the beneficiaries in the projects, Supervising the credit & saving program.
Farmer's Union	7,280	Organizing the farmers, Managing the committees work, Land reclamation, marketing and collective purchase
Social Support Committees	28,350	Supervising the implementation of the project work for food
Youth Clubs	20,400	Cleaning campaigns, constructing public olive harvesting campaigns, food collecting, lobbying and advocacy campaigns
Employees at the Central and Branches	3,839	Extra working hours, participating in different organizations' training courses, participating in the contingency program, providing lectures and seminars and preparing studies.
<b>Total</b>	<b>80,550</b>	<b>Working days estimated by \$1,300,000</b>

The 2002 Voluntary work program contributed in the capacity building of the Administrative Committees of cooperatives. Hence, maintaining skills in assigning need assessments and project management through implementing the activities of PARC in rural areas. With the creation of 30 voluntary workers' specialized committees, we were able to reach a total of 70 committees working with the youth. PARC worked on building these committees through workshops, training courses and extension visits aiming at awareness raising and development of young leaders capable of understanding the social changes within civil society.

The most specific activity of the year 2002 was the International Summer Camps,



that took place at Al-Zababdeh training center for 10 continuous days as a means of solidarity with the Palestinians and development of voluntary work for the benefit of the rural areas. 70 volunteers participated, half of them were local volunteers the other half international. The Summer Camps for children were considered to be a unique activity. 64 camps were conducted under the supervision of 640 youth leaders for the support of 9,600 children, which continued for 15 days.

***Recommendation:***

**First**

*It is necessary to create a motivation program for the volunteers in 2003, by including Training Courses in capacity building for different professional and development sectors. Conducting honoring parties and creating opportunities for participating in conferences.*

**Second**

*The importance of benefiting from individuals and organizations in Palestinian civil society, especially those with high qualifications in order to raise the voluntary work.*

### **Thirteenth Aim: Capacity Building of Newly Graduated Agronomists:**

Thirty five agronomists among those who participated in the program were able to start new careers in extension work and project management with several governmental and nongovernmental organizations such as the Ministry of Agriculture, the Ministry of Education, CARE, and UNDP. In addition, the program was able to build long-term relations with organizations capable of training agronomists in a variety of technical and practical fields which build the capacity of the trained agronomists to learn and develop new skills to become more qualified agents in the labor market.

Three training courses with 60 participating agronomists were conducted in the training centers in Gaza, Al Zababdeh, and Jericho. The participants conducted 38 studies and field research using participatory research methodologies in these courses.

In 2002, the three centers were equipped with several computers and conferencing equipment, and the facilities were maintained to better meet the needs of the students. Furthermore, six partner developmental organizations such as Care, PHG, MARAM program, UNDP, Save the Children and others were hosted in Zababdeh center as a result of the sequence of closures imposed on Jenin. This has provided the opportunity for the agronomists to get introduced to these organizations and



their programs, thus expanding their capabilities of networking with developmental organizations.

***Recommendation:***

**First**

*It is important to depend on local trainers from neighboring areas to ensure the continuity of the courses despite the closure and siege.*

**Second**

*The importance of activating PARC's staff role and training skills especially the experts in rural development, management and agriculture.*



## Funds available for the year 2002

The funding experience at the Palestinian Agricultural Relief Committee PARC, due to recognition of the various needs of the Palestinian people, is key for a successful fund raising operation .

Relying on the mentioned experience PARC accomplished various and numerous amounts of funding throughout 2002. It is worth mentioning that most of the projects were funded under the criteria of emergency and job creation projects. Nevertheless the gained experience promoted PARC's overall goal and concept of relief for development, thus converting the emergency efforts into sustainable achievements.

Generally, the year 2002 saw remarkable expansion by an average of 50% additional funding in comparison with 2001 as a result of the emergency, job creation and food for work projects.

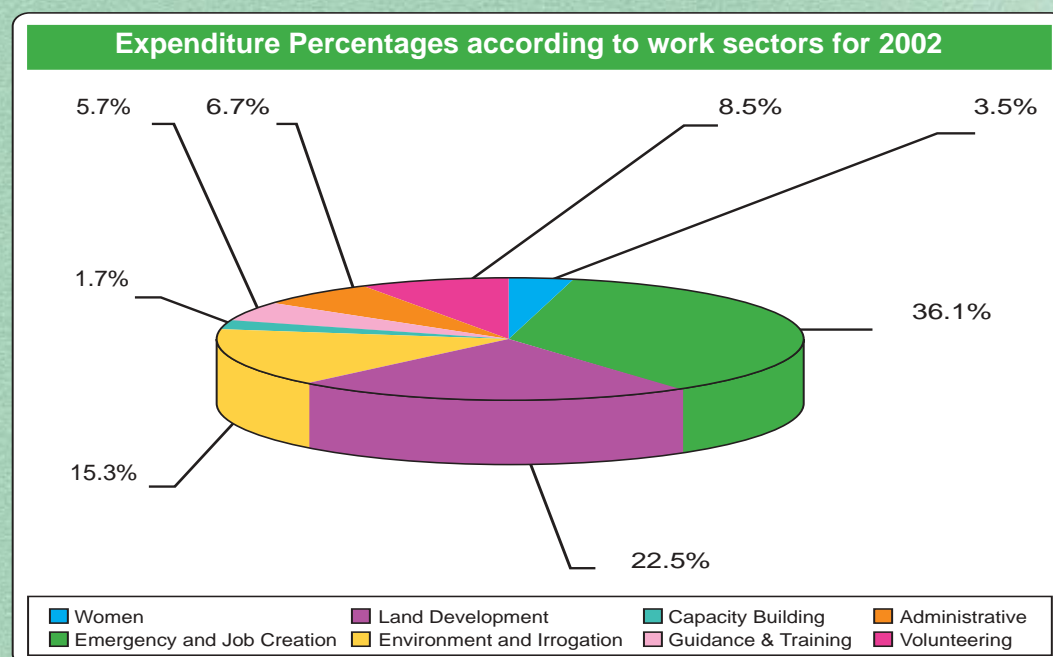
The local funding captured \$3.8 million, an average of 21% of PARC's funding, in comparison with an average of 14% in the year 2001.

We would like to extend our gratitude to those who contributed generously in supporting PARC's efforts both locally and internationally.

The figures are as follows:

* The funding amount for the year 2002	\$18,046,529
* The expenses	\$16,722,613

Meanwhile the surpluses were transmitted to the year 2003 for implementation  
The expenditure priorities according to the sectors are as follows





## General trends of the plan for the year 2003

PARC continues its focus on poverty and marginalized communities in the Palestinian rural areas. In the year 2003 the objective of creating job opportunities in rural areas will remain as one of the most important objectives which PARC and its affiliate organizations aim to achieve. We will proceed in developing and implementing our development perception "Relief for Development" as one of the main characteristics of PARC's work in the rural areas.

PARC will spare no effort to strengthen and build the capacity of the rural development Associations through organizing the target groups around social, environmental or economical values.

In short, 2003 is the year of support to the Community based organizations to better reach the poorest and most marginalized areas and target groups, while focusing on the experience and strengths which PARC accumulated during twenty years of experience in developing Palestinian rural areas. This is evident due to the participatory planning which was used to identify the needs of the CBOs and the priorities of work with more than 460 CBOs in the West Bank and Gaza Strip.

The Saving and Credit program will expand in 2003. This program was launched in 2001, broadly implemented in 2002, and a quick overview of the program's plan this year will reveal that this program will achieve the biggest growth when compared to the other activities of PARC.

One of the major issues of focus for PARC is the issue of marketing, despite the fact that this doesn't reflect on the funded activities, it will be placed under extensive attention of the External Relations department and the affiliate organizations.

PARC will maintain its capacity-building approach of the rural organizations in terms of administrative and financial skills, in order to enable these organizations to build strong and effective partnerships with other organizations on the geographical or the sectors level, which will increase the effectiveness and efficiency of its programs that serve rural areas.

The activation of relations among rural organizations, governmental organizations and the private sector through effective networks and committees will enable these organizations to play a leading role on the regional and the International level especially in environmental issues and sustainable development.

**And finally "we do what we say".**

**Ismail Daiq**  
Director General