



Economic and Social Development Center of Palestine

Strategic Plan

2023-2027

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A Message from the Chairman of Board

Greetings to all esteemed colleagues, both female and male, of the General Assembly, and to our friends in international supporting institutions. A warm welcome also to our valued partners in building the community economy.

On behalf of the Economic and Social Development Center of Palestine (ESDC) family, I am delighted to present to you our strategic plan for the next five years, from 2023 to 2027.

This plan was developed through a participatory approach, which involved members of the Board of Directors, selected members of the General Assembly, key employees, and competencies and development experiences from relevant ministries and international partner institutions. Moreover, representatives of our target groups, including cooperatives, grassroots institutions, and farmers, were also part of the plan's preparation.

The design of this strategic plan is based on Palestinian national references, which guide the priorities in the community economy. The community economy, as the third sector, is an essential component of economic and social development in Palestine, along with the public and private sectors.

As one united team within the Center, and in close collaboration with government agencies, civil society organizations, and international institutions, we are confident in our ability to implement and achieve the goals of the strategic plan, while serving the target groups of our work programs.

December 2022

محمود حسين
رئيس مجلس الإدارة

المرکز الفلسطيني للتنمية الاقتصادية والاجتماعية
Economic & Social Development
Center of Palestine

Introduction

The Economic and Social Development Center of Palestine (ESDC) is a non-profit organization that was established in 2003 and registered with the Palestinian Ministry of Interior under registration number RA/2267/B under the Charitable Societies and NGOs Law of 2000. The center's work programs are aimed at promoting the economic and social empowerment of cooperative societies, community-based organizations, individuals and marginalized groups.

The ESDC has a team of specialists in the areas of institutional and economic capacity building for cooperatives and community-based organization, as well as experts in agriculture, water, and renewable energy sectors.

The ESDC continuously evaluates its internal and external environments to design and implement effective interventions for its target groups. Its last strategic plan was implemented for the years 2017-2022. However, recent years have seen significant changes in society, values, relationships, political and international context, and the environment surrounding civil society organizations. These changes have impacted the center in various ways, necessitating strategic flexibility in terms of work programs and strategic development. As a result, the ESDC has developed a new strategic plan for the years 2023-2027 that responds to these changes and is based on the center's capabilities and strengths. The plan will provide a strategic guide and direction for the center's work during the next five years.

About ESDC

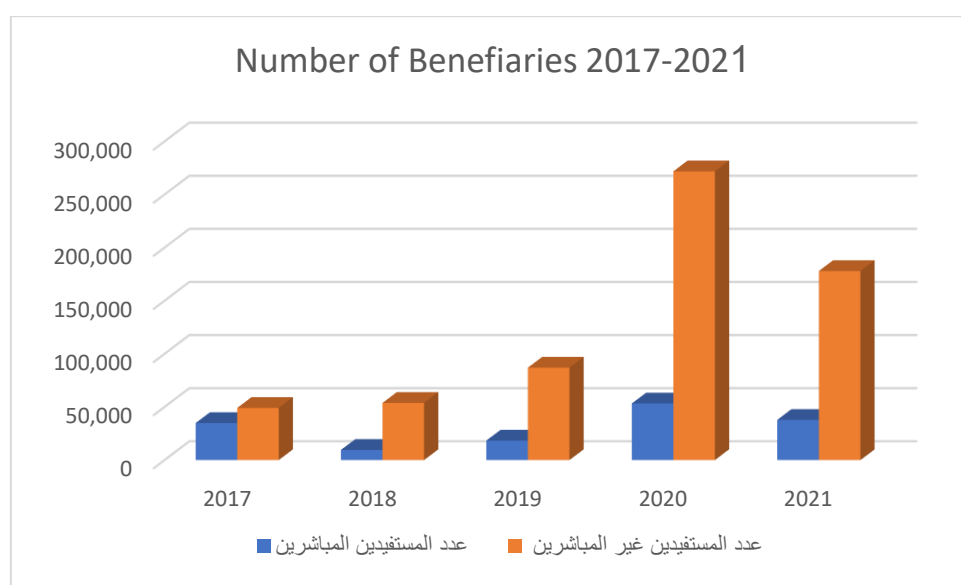
ESDC was established in 2003 as a Palestinian non-profit organization aimed at promoting the development of Palestinian society, particularly in rural areas and among marginalized groups. The ESDC focuses on working with cooperative societies, basic economic and social institutions, and marginalized and poor families, including small farmers and producers of both sexes.

Since its establishment, the ESDC has established partnerships with various local, national, and international institutions and continuously strives to improve its capabilities and practices in accordance with international standards. The ESDC operates under the Quality Management System ISO9001-2015 certification.

The ESDC vision for the years 2017-2022 is "A socially just Palestinian society in which the individuals are economically independent". To achieve this vision, ESDC has implemented numerous development and humanitarian projects and interventions, benefiting more than 153,905 direct beneficiaries, with women constituting over 59% of these direct beneficiaries. In addition, the ESDC has reached 639,693 indirect beneficiaries in 160 residential communities across the West Bank and Gaza Strip.

The ESDC also worked with 474 membership-based institutions, including 160 savings and loan associations, granting approximately 2,800 loans, of which 842 were used to establish or develop income-generating activities. The average annual savings value of the savings and loan associations reached 3,495,770 shekels. The ESDC also worked to increase youth and farmer involvement in the Socio - economy institutions, resulting in a 23% increase in the number of targeted community-based organizations members and a 14% increase in the annual revenues of membership-based institutions. The ESDC provided training to over 10,000 members in various technical, administrative, and financial fields to enhance their capabilities.

As shown in Figure 1, the number of direct and indirect beneficiaries of the ESDC's activities during 2017 to 2021.



Over the past four years, ESDC has been actively engaged in improving the agricultural sector and boosting the resilience of small farmers, in this regard, the ESDC supported the rehabilitation and development of 6,061 dunums of land through various projects. Additionally, 140 km of agricultural roads have been built or reconstructed, impacting 43,834 dunums of agricultural land. To support farmers' access to water resources, the ESDC has rehabilitated 63 wells for collecting rainwater and developed 20.2 km of main irrigation lines for artesian wells. To improve access to drinking water, the ESDC has installed 46 high-efficiency, lightweight mobile solar pumps and 20 solar-powered desalination plants. The ESDC has also been working to improve farmers' practices through 18 agricultural demonstrations conducted over the last four years.

Additionally, the ESDC has provided farmers and institutions with renewable energy systems, reducing production costs and increasing efficiency. A total of 809.6 kilowatts have been installed, including three bio-digesters over the past five years, with the most recent

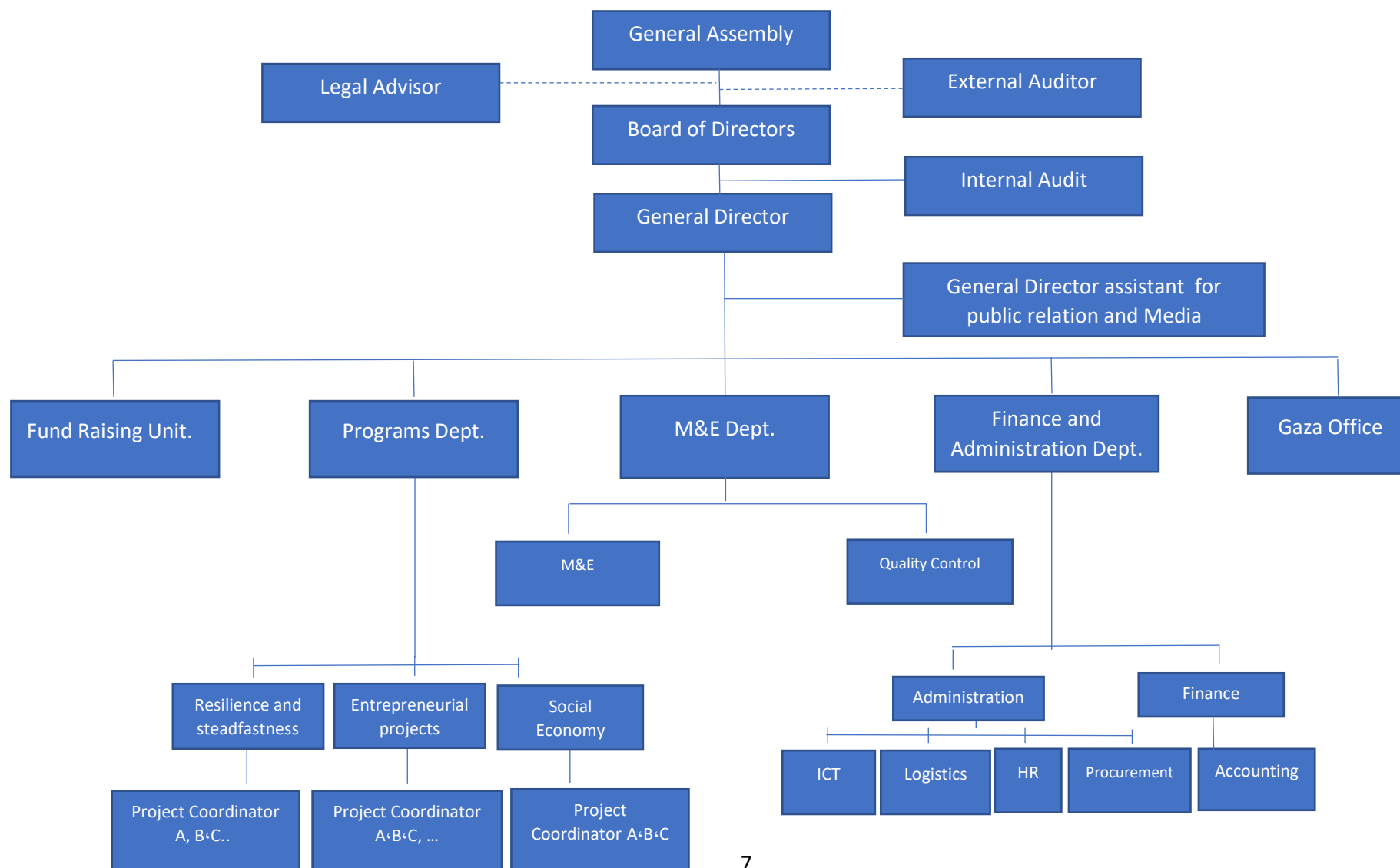
established in 2021 with a volume of 40 cubic meters and the ability to produce approximately 15-20 cubic meters of biogas and 1000 liters of balanced organic fertilizer daily.

On a humanitarian level, the ESDC has created 1,888 job opportunities and distributed over 2,901 food parcels. It has also played a key role in preventing the spread of the Covid-19 pandemic through awareness campaigns and providing health supplies, protective gear, food parcels, and production inputs such as seedlings and fertilizers to affected farmers.

The ESDC is a member of the following organizations: Network of Palestinian NGOs, International Cooperative Alliance (ICA), International Cooperative Fishers organization (ICFO), Global Social Economy Forum (GSEF), and Arab Cooperative Union.

Economic and Social Development Center (ESDC)

Organization Chart



The Palestinian Context

Amidst the ongoing challenges faced by Palestinians, including the recovery of the Covid-19 pandemic, the Eastern European war, and political instability in Europe, our people are also contending with the ongoing effects of occupation and its oppressive policies. The situation has only been made worse by the ongoing violence, ferocious settlement expansion, the piracy of clearance revenues by Israel, and declining funding from international and Arab sources. This has resulted in increased poverty and need among marginalized groups and has made it increasingly difficult for civil society institutions to operate.

In this context, Palestinian families and small businesses are also facing a number of challenges related to the business environment, which are limiting their ability to contribute to economic and social development. This is reflected in high unemployment rates, particularly among youth and women, and a low participation rate of women in the workforce. Additionally, small projects and products are struggling to compete in local, Arab, and international markets, due to the lack of decent working conditions and the deterioration of the capabilities of cooperative societies. The most pressing issues facing private businesses in marginalized groups and preventing them from making a tangible impact on improving family livelihoods and contributing to the GDP, are:

- Limited natural resources and degradation of its economic significance: Occupation continues to confiscate land and restrict access to it for development, farming, or grazing. Climate changes have also impacted the production, productivity, and revenue of the agricultural sector. The region and Palestine are also facing a shortage of water resources available for agriculture due to Israel's control over more than two thirds of the water in the West Bank and the salinity of water in the Gaza Strip.
- Limited development of cooperative societies: Despite a long history of Palestinian cooperative movements since forties of the last century, the number of cooperative societies and members remains low, with limited sectors of activity in addition to the decline in the quality and quantity of services provided by cooperative societies to their members. The cooperative is restricted due to weak management, lack of resources, poor governance, and weak institutional and legislative aspects.
- Lack of protection for agricultural, handicraft, and entrepreneurial products from disasters and occupation policies: The Agricultural Insurance and Risk Prevention Fund is unable to serve farmers or provide financial resources and mechanisms to protect them from natural disasters, climate change effects, or demolition and destruction policies by the occupying forces.
- Limited competitiveness of local and agricultural products in local and foreign markets: The products of small projects and cooperative societies face problems related to quality, mobilization, grading, and promotion. The associations, groups, and individuals have weak capabilities to promote local products nationally or globally, and the cost of agricultural production is high.
- Weak role of grassroots associations and institutions in economic and social development: This is due to the shortage of human and financial resources, expertise, and governance.

- Weak social protection mechanisms from institutions: The current cash assistance provided by the Ministry of Social Development and civil society institutions is inadequate to meet the needs of families, with many poor families unable to access this assistance. Political and economic factors contribute to families losing their sources of livelihood and their inability to meet basic living requirements.
- Weak entrepreneurial spirit among young men and women in agricultural and craft projects: Most graduates, young men and women, tend to look for public jobs, with high risks in agricultural and craft projects, a lack of information and experience about prospects and opportunities in these areas, and weak support from official and community institutions.
- Limited business development services for entrepreneurs, women, and small business owners: These services are lacking in rural and marginalized areas, including training, business plan development, and economic feasibility, tax, and accounting consultations, registration, marketing, and promotion.
- Limited access to financing sources for families, male and female farmers: This hinders the development of small projects, cooperative societies, and farmers' projects, as well as impedes young people, women, and associations from starting entrepreneurial work. Current financing mechanisms are not compatible with the capabilities of many poor and marginalized families, with agricultural projects and cooperative projects being investigated for the possibility of benefits.
- National legislation not conducive to small projects: The Palestinian investment law only gives concessions to projects with more than 20 employees, and there is no protection or incentives for entrepreneurial or small projects.
- Limited vocational training opportunities for youth and women in rural and marginalized areas: This is due to high transportation and living costs, social obstacles related to women's movement from their place of residence, and the lack of development in prospects and fields of work for vocational training programs offered by vocational training centers.
- Poor agricultural extension and veterinary services: This is especially in the field of production techniques, post-harvest operations, marketing guidance, protection from plant and animal diseases, and the optimal use of pesticides and chemical fertilizers.

Factors Affecting the Work of the ESDC

The political and economic situation experienced by the Palestinian society is reflected in all indicators of social and environmental development, especially poverty rates and deprivation of food and services, as well as affecting social cohesion and achieving the dignity and well-being of men, women and children. A group of political, economic and social factors push developmental interventions forward, and another group of factors pushes and pulls developmental interventions backward. Table 2 shows the driving factors (opportunities) and pulling factors (threats) related to the ESDC's field of work.

Positive External Factors

- A community culture that strengthens the farmer's attachment to his land and supports agricultural development in both branches of animal production and plant production.
- An active role for Palestinian women and the family in general in agricultural work and the home economy.
- Climate diversity allows for agricultural diversity and production over more than one season.
- The accumulated experience and knowledge of farmers, small producers and professionals among young men and women in the field of agriculture and various craft fields.
- The existence of financing opportunities through grants, in-kind aid, loans and Islamic financing tools from Arab, international and Palestinian institutions and funds.
- The presence of local and national institutions that have experience and interest in social and economic development and have strong relationships with the local community.
- A pioneering experience in cooperative work for more than 80 years and the existence of pioneering cooperative models in the fields of agriculture, housing, services and craft fields.
- Low illiteracy rate in society and the spread of technology, the Internet and various means of communication.
- There is an institutional interest in preserving the environment, protection from risks, and agricultural insurance.
- The existence of coordination bodies between the public sector and civil society, and sectoral and cross-sectoral coordination bodies.

Positive internal factors:

- The ESDC has a competent and multidisciplinary staff with experience in the center's fields of work.
- Accumulated work experience in responding to humanitarian needs in addition to developmental interventions.
- The ESDC has a high degree of credibility and transparency in dealing with partners, beneficiaries, the local community, and institutions.
- The ESDC has adequate work systems to manage its operations.
- The ESDC has a good relationship of coordination and cooperation with the Ministries of Labor and Agriculture.
- The ESDC operates according to a rights-based approach and works with the targeted without discrimination on the basis of race, color, religion, and gender.
- The ESDC adopts a participatory approach in planning and implementation with beneficiaries and donors.
- The scope of the ESDC work covers all the occupied Palestinian territories in 1967, both in the West Bank and Gaza Strip.
- The ESDC is political neutrality, as it was not established as an initiative of a political party, like some other institutions working in the same field.

Negative External Factors

- The continuation of the Israeli occupation of the West Bank, the blockade of the Gaza Strip, the confiscation of lands, the destruction of facilities, and the imposition of restrictions on movement by the Israeli occupation.
- The foreign policy of the American administration and its blind bias towards the occupation and the announcement of annexation plans and other measures.

- Palestine was affected by the Corona pandemic and the resulting closure and limitation of movement, the decline of the economy and the rise in unemployment rates.
- The decline in growth in the global economy and the rise in unemployment rates, especially in the supporting countries that were affected by the Corona pandemic, which reduced the volume of funds allocated to support poor countries, including Palestine.
- Continued political division.
- The reluctance of young people to work in agriculture and craft and vocational work.
- Lack of protection mechanisms for the local product and flooding the markets with Israeli and imported products.
- The weakness of the legislative system and special policies in encouraging small projects and cooperatives in light of the absence of the Legislative Council from work for 10 years.
- Weak financial resources and financial instability of the Palestinian government.
- Poor services provided by government organizations.
- Fragmentation of ownership and urban invasion of agricultural land.
- An increase in the prices of agricultural and craft production inputs as a result of the customs tariff system and taxes and their association in Israel.
- Weakness of the institutional framework supporting entrepreneurial and small projects.

Negative internal factors:

- The institution's reliance on unsustainable financing (projects) and the lack of basic financing or long-term programs and partnerships.
- Poor fundraising and lack of a specialist to write projects in the institution.
- Low level of job security for the technical staff as a result of their dependence on projects.
- Incomplete work in the building to which the main office has moved, and the resulting inconvenience.
- There is a shortage of some supporting functions such as IT and driver.
- There is a shortage of logistical matters such as cars and cameras.

In the midst of these pressing and difficult national and societal conditions, the ESDC strategy came to respond to the challenges faced by the targeted groups and partners, based on the principle of partnership and integration with various partners in the field, in a way that achieves the vision and objectives of ESDC. In the midst of the many challenges that the Palestinian reality is witnessing, our strategy is directed to identify priorities and deal with them, based on the areas of work, specialization and expertise that the ESDC possesses, and on the resources that can be accessed, and in line with its developmental role and the needs of the target groups. The ESDC strategy will also contribute to introducing our partners from Palestinian, regional and international institutions to what the ESDC aspires to achieve, and why it seeks to reach it, and it will clarify the areas of work in the coming stages. Our strategies, policies and methodologies emanating from them aim at integration and harmony with the updated national development plan, especially the national strategy for agriculture, social protection and the environment strategy, and to contribute to achieving the goals of sustainable development 2030, and in accordance with our vision, mission and system of values. Our strategies also focus on continuing to strengthen the link between humanitarian relief operations and economic and social development in all of the ESDC programs.

The Foundation of Our Strategy

Lessons learned and accumulated experience x

ESDC is constantly seeking to analyze the causes of success and failure in its work, especially those related to designing and implementing community interventions, as well as benefiting from the experiences and initiatives of Palestinian and international institutions in all areas of sustainable development. In this context, the ESDC is currently relying on a set of Lessons learned.

Commitment to the national policy agenda and the Palestinian development plan

The Economic & Social Development Centre of Palestine (ESDC) bases its approach and program design on national references that define priorities in the economic, social and political sectors of Palestinian society. The National Policy Agenda and the National Development Plan 2017-2022 “Citizen First” constitute a frame of reference for the plans and programs of all official institutions, civil society institutions, and the private sector. In this context, the ESDC is committed to the national vision of the national policy agenda and policy priorities.

Include a rights-based approach in all stages of work

The ESDC seeks to ensure that all groups in society have access to their rights based on international and national conventions, treaties and standards, especially the human right to development and the overall social and economic rights of men and women. The ESDC will work continuously to identify disadvantaged groups that cannot access appropriate resources and services and face real problems in living with dignity and freedom. The ESDC believes that educating the disadvantaged groups about their rights and enabling them to claim them from those who have duties is an essential step to reach rights without taking away the dignity of families. The ESDC also believes that eliminating all forms of discrimination based on region, gender or belief is the basis for achieving sustainable development. The ESDC also believes that its direct interventions without the existence of policies that enable disadvantaged families to access resources and services will not be able to achieve continuity of livelihoods and dignity for the groups they serve.

Integration and coordination with the efforts of all relevant parties

Since its inception, the ESDC has been working to strengthen its bilateral and multilateral relations in all sectors in which it operates, especially in the cooperatives, agriculture and economic development sectors, through joint projects, committees, networks and alliances that bring together all concerned parties in the sector. The ESDC will work to strengthen the role of national and regional forums in the targeted sectors. For integration and exchange of knowledge and to open the door to more bilateral and multilateral action. The ESDC also works, among the principles and foundations of its work, to strengthen its relationship with regional, Arab and international institutions operating in Palestine, in order to enhance expertise, influence financing policies, and strengthen the political and development positions of international and regional institutions.

Strengthening the resilience of the disadvantaged groups

The ESDC seeks to strengthen the foundations for the continuity of small producers, including farmers, cooperative societies, women's groups, and young entrepreneurs, especially in light of their

inability to compete with large producers and importers, and in light of the continuation of Israeli policies that impede development and trade exchange, especially in the so-called areas (C), the Gaza Strip, and Jerusalem. The ESDC will work in partnership with official institutions, civil society organizations and international institutions to enhance the competitiveness of the local product, provide all necessary living requirements in marginalized areas, enhance profitability, diversify sources of income, and expose Israeli policies that seek to displace, confiscate land, and prevent farmers and herders from accessing land, water, and pastures.

Continuous strengthening of governance and capacity building of the center and partners

The ESDC believes that transparency and accountability are a prerequisite for ensuring continuous development in the institutional structure, whether it is for civil society institutions, grassroots institutions, local bodies, or official institutions. The ESDC will work to develop its capabilities first to ensure access to the highest levels of governance and organizational and institutional construction based on the highest levels of transparency, integrity and accountability. It will also work to build the capacities of partner institutions in the local community, especially cooperatives, committees and grassroots institutions, to ensure the availability of the highest level of capabilities and the elements of good governance.

Sustainable Development Goals 2030

The ESDC strategy begins with the launch of the United Nations Sustainable Development Goals 2030, which seeks to achieve 17 strategic goals by the year 2030, as the ESDC will be guided by the overall strategic goals, especially those related to reducing poverty and hunger, and goals related to preserving natural resources and the environment.

Methodology for Preparing the Strategic Plan

Like its predecessors in the strategic plans, ESDC used to follow the approach of participation in the preparation of the strategic plan. All administrative and executive levels at ESDC were involved, and stakeholders from various government agencies, partners and donors participated, in addition to the active participation of the beneficiary groups (rights holders) and partners. Among the basic institutions are cooperative and charitable societies, where many individual and group meetings were held, as well as the implementation of strategic planning sessions. The process of preparing the strategic plan began with conducting a literary review of work systems, including the legal and regulatory framework, and relevant reports and studies. The completed strategy, achievement reports, and other documents available at ESDC were carefully reviewed. The methodology also included identifying and analyzing the stakeholders, as well as conducting a reality analysis of the internal and external environment with a critical perspective aimed at developing the methodology and tools of the center's development work.

The strategy was developed based on the results of thorough analysis and self-evaluation, and aimed at refining work practices to align with key factors such as incorporating elements to address climate change, human rights, gender equality, and other relevant issues, all while operating in emergency situations, especially during the COVID-19 pandemic.

Our Vision

A Sustainable and Resilient Socio–Economy

Our Mission

We are a Palestinian civil Society organization committed to promoting economic and social development in the Palestinian community through empowering individuals, promoting cooperative work, enhancing resilience, and ensuring sustainable resource management while also addressing the challenges of climate change.

Our strategic objectives

First Objective: To enhance the role of cooperative societies, membership-based institutions and groups in the social economy.

Second objective: to strengthen and develop the local economy by supporting and developing small and medium entrepreneurial projects, to create new job opportunities that increase per capita income, especially for youth and women.

Third objective: to enhance the steadfastness and resilience of farmers.

Fourth Objective: Strengthening the institutional capacities of the Center to ensure compliance with the principles of good governance and the adoption of values of integrity and effective accountability.

Program I: Societal Economy

Program Objective: To enhance the role of cooperative societies, membership-based institutions and groups in the social economy.

The program aims to support associations and cooperatives, particularly those in marginalized areas impacted by occupation practices. It seeks to improve the efficiency of their governance, management, and operations and provide a supportive institutional environment. The program also aims to establish effective partnerships and build the technical and administrative capacities of these institutions to make them more sustainable and have a positive impact on their social and economic surroundings.

Interventions, including:

- Developing administrative and institutional capacities: This includes improving financial and administrative systems, creating strategic plans, operational work guides, and incorporating concepts of climate change, human rights, and gender, with a focus on women, youth, and persons with disabilities.
- Building technical and life skills, marketing, negotiation, costing, and accounting knowledge to enhance their role in local economic and social development.
- Supporting economic and productive businesses and providing services to help associations achieve a clear productive identity.
- Investing in available opportunities and improving production requirements and inputs to increase self-reliance.
- Establishing networks between associations and informal groups to exchange experiences and goods.
- Promoting collective and cooperative work among Palestinian society groups.
- Carrying out support and advocacy campaigns for the cooperative sector.
- Encouraging associations to adopt sound environmental practices and use clean energy.
- Developing the associations' capabilities in incubating entrepreneurial initiatives.
- Empowering cooperatives to claim the rights of their members, especially small producers.
- Creating new and innovative cooperative models to meet the needs of members and serve as examples for knowledge transfer and productive experiences.

Target groups:

- Cooperative Societies
- Grassroots and Community-Based Organizations
- Productive women's groups
- Savings and Loan Associations
- Youth groups
- Farmer groups

The expected outcomes are:

1. Associations operating with sound institutional frameworks and good governance.
2. Sustainable economic projects run by associations.
3. Associations incubating economic businesses and creating job opportunities for members.
4. Association and producer group products with marketing competitiveness.
5. Membership-based associations and institutions serving as references for members in their economic activities and representation of their rights.
6. Exemplary cooperative societies in new fields such as environmental change and tourism.
7. Basic and membership-based community economy institutions having access to funding for economic development.

Program II: Entrepreneurial Projects

Program Objective: to strengthen and develop the local economy by supporting and developing small and medium entrepreneurial projects, to create new job opportunities that increase per capita income, especially for youth and women.

Supporting entrepreneurship, particularly for young people, women, and individuals with disabilities, by providing small and micro projects with access to markets, financing, and logistical support. The aim is to help these projects become successful and integrate into the job market.

The intervention package includes:

- Specialized training and capacity building in entrepreneurship, feasibility studies, business planning, marketing, technical skills, investment, and production.
- Incubation and support for project development and business management, as well as counseling sessions with business experts.
- Provision of equipment and resources necessary for project ideas to be implemented.
- Facilitation of access to microfinance services and the development of financial skills.
- Assistance in connecting with local and regional investors and business accelerators.
- Financial support for incubating entrepreneurial projects and meeting their requirements.
- Building professional networks and coordinating investment opportunities between young entrepreneurs and women.
- Providing resources, manuals, and tools that ensure the integration of environmental sustainability, human rights, and gender equality in entrepreneurial and business incubation activities.

Target groups:

- Cooperatives and CBOs
- Youth
- Women
- Universities, local and governmental institutions
- Small and medium enterprises

The expected outcomes are:

1. Empowerment of young men and women with technical and administrative capabilities that meet market demands.
2. Growth-oriented and dynamic pioneering projects.

3. Fair and favorable financing contracts for pioneering projects.
4. Development of a strong and efficient coordinating body for industry workers.
5. An increase in the number of small and micro businesses led by youth, women, and people with disabilities.
6. A supportive environment for small and micro business growth.
7. A growing culture of entrepreneurship among target groups.

Program III: Steadfastness and Resilience

Program Objective: to enhance the steadfastness and resilience of farmers.

The aim of this program is to enhance the steadfastness and resilience of farmers and empower them by facilitating access to their lands and to the resources necessary for agricultural production and development, especially in vulnerable areas near the wall and in areas known as "C" and Jerusalem. The program offers infrastructure services such as land rehabilitation and reclamation, improved agricultural roads, expanded water networks, alternative energy solutions, and training in modern agricultural techniques. Additionally, the program works to enhance the resilience of farmers by supporting them in addressing the impacts of climate change and natural disasters, and providing access to agricultural loans and insurance services. The program also promotes human rights and legal awareness, and offers legal support and protection services to confront violations of humanitarian law from the occupation.

Interventions, including:

Farmers have access to natural resources

- Development of agricultural land.
- Construction and rehabilitation of agricultural roads.
- Technical training.
- Rehabilitation and development of natural pastures.
- Development and rehabilitation of water resources

Farmers' productivity per unit of production is high

- Technical, financial and administrative training.
- Supply production techniques.
- Development of production inputs.
- Aggregate scattered resources.
- Land rehabilitation.
- Conversion of rain-fed lands to irrigation.
- Supplementary irrigation of crops.
- Soil development and increase its fertility

Agricultural activities are adapted to the change of approaches.

- Training and capacity building in green work skills
- Alternative energy
- Green economy activities.
- Conservation agriculture.
- Water harvesting.

Farmers receive adequate support to rehabilitate their farms damaged by occupation or nature and are adequately protected to confront violations of humanitarian law.

1. Emergency response interventions and projects.
2. Humanitarian interventions and projects.
3. Food security interventions and projects.
4. Household-level food production initiatives.
5. Enhancing legal and human rights awareness and providing legal support.

Farmers have access to the necessary financial services such as lending and insurance

1. Loans for farmers and their member-based organizations.
2. Implementation and creation of agricultural insurance options.
3. Financial services based on community and membership.

Target Groups:

1. **Communities suffering from occupation**
2. **Disadvantaged groups**
3. **Farmers' Associations and Groups**
4. **Individual Farmers**

The expected outcomes are:

1. Farmers are able to access natural resources.
2. the productivity of farmers from the unit of production is high.
3. Agricultural activities are adapted to climate change.
4. Farmers receive adequate support to rehabilitate their farms that are vulnerable to damage by occupation or nature and are adequately protected to confront violations of humanitarian law.
5. Farmers have access to the necessary financial services such as lending and insurance.



Program IV: Institutional Development

Program Objective: Strengthening the institutional capacities of the Center to ensure compliance with the principles of good governance and the adoption of values of integrity and effective accountability.

The center aims to enhance the technical and administrative capacities of its executive body by exploring new technologies, sharing experiences, and strengthening its media and communication skills. It will also work on revising its policies and systems, automating its operations, and establishing financial stability through income-generating projects, attracting funding from various sources, building partnerships, and broadening its network of local, regional, and international allies. These efforts will enhance the center's work and promote the awareness, mobilization, and advocacy of the target groups regarding laws, rights, and duties, fostering a sense of citizenship and accountability among public institutions. The center is also committed to improving its internal working environment.

Interventions, including:

1. Upgrading the technical abilities of the executive body
 1. Creating a yearly training schedule
 2. Providing training through workshops and on-the-job training
 3. Establishing a career development plan for employees
2. Updating internal regulations, policies, and procedures
 1. Reviewing and digitizing existing manuals and processes
 2. Upgrading the internal system to accommodate growth
3. Strengthening the financial stability of the center
 1. Diversifying and growing funding sources
 2. Generating revenue through investment projects
 3. Collaborating with the private sector on project implementation
4. Expanding the center's network of local, regional, and international partnerships
 1. Strengthening relationships with partners
 2. Advocating and supporting the causes of target groups through regional and local alliances
5. Improving the center's internal operations
 1. Expanding the headquarters in Ramallah

2. Upgrading furniture
 3. Reevaluating the salary structure
6. Improving media representation
1. Creating documentary films showcasing success stories

Targeted groups:

1. Board of Directors
2. The Executive staff
3. General Assembly