

Economic and Social Development Center of Palestine Strategic Framework 2017-2022

Vision: What we will achieve in 20 years?			"A socially just Palestinian society in which the individuals are economically independent.	
Mission			Enabling disadvantaged and vulnerable groups to engage in competitive economic activities	
Scope of change	Cooperation Development	Small Business Development	Resilience of Farmers	Building ESDC capacities
Strategic Objectives: What are the areas of long-term change	Socio-economic organizations have an economic and social role within their community	Small business with women and youth engagement is within a stimulating and empowering business environment	Family agricultural is productive, profitable and sustainable	ESDC achieves its objectives efficiently and effectively and complies with good governance standards
Medium Term Results: Where we will be after 6 years	<ol style="list-style-type: none"> 1. Community Economic organizations and initiatives provide services that are relevant to their mission and members 2. Community economic organizations and initiatives adopt internal policies that are consistent with good governance best practices. 3. Women, youth and farmers engage in active social economy 	<ol style="list-style-type: none"> 1. Women and youth entrepreneurs ' capacities are strengthened. 2. Increased access to financial schemes for youth and women 3. Small enterprise products have improved access to domestic and external markets 	<ol style="list-style-type: none"> 1. New technologies are adapted by farmers and livestock breeders for more effective, efficient and sustainable production. 2. Affordable fair markets for quality agricultural products are promoted 3. Increased capacity of farmers to adapt to climate change. 	<ol style="list-style-type: none"> 1. Financial and human resources necessary to achieve the strategy are available. 2. ESDC has an effective planning and monitoring system. 3. ESDC's operations are institutionalized with gender mainstreaming in all aspects of operations.

	<p>organizations and pioneering cooperatives</p> <p>4. Organizational and legislative environment is created for an enabling social economy</p>		<p>4. Farmers' resilience to Israeli violations and natural disasters to maintain agricultural livelihood is improved.</p> <p>5. Farmers have improved access to natural resources</p>	
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Cooperation Development Program

Strategic Objective 1: Socio-economic organizations have an economic and social role within their community

Strategy: Within the framework of community socio-economic development, ESDC will work to build the capacities of community based organizations, including cooperatives, in its various fields of work. The foundation of work will be within social, economic and environmental sectors with services including: Strategic plans, business and marketing plans as well as financial management systems. The strategy of ESDC also includes raising awareness in the area of cooperation for the Board of Directors and members of CBOs and groups of women and youth wishing to engage in cooperative work or engage in pilot entrepreneur projects or craft. Further, ESDC will offer small loans for the establishment or development of services and projects of cooperatives. The Center will also continue to coordinate and compliment the work of official institutions, civil society organizations and international institutions, especially the General Directorate of Cooperation, within the framework of the Aouna Group or any other committees or forums relevant to our work. ESDC will also continue to coordinate and implement knowledge exchange visits with all stakeholders at the national, regional and international levels.

Medium Term Results	1. Community Economic organizations and initiatives provide services that are relevant to their mission and members	2. Community economic organizations and initiatives adopt internal policies that are consistent with good governance best practices.	3. Family agricultural is productive, profitable and sustainable	4. Organizational and legislative environment is created for an enabling social economy
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How will we achieve this?				
Indicators	<p>1. The percentage of increase and outreach of members.</p> <p>2. The increase in volume of revenues from projects and services provided.</p> <p>3. Percentage increase in profits from projects and services provided</p>	<p>1.The percentage of the targeted organizations that are committed to holding regular meetings of the Board of Directors</p> <p>2.Number of targeted organizations preparing annual reports elections and annual meetings</p> <p>3.Number of targeted organizations adopting administrative, financial and procurement systems.</p>	<p>1. The increase in membership desegregated by age and gender.</p> <p>2. Number of organizations registered with the number of members, desegregated by age and sex.</p> <p>7. Number of women in decision-making positions within the targeted organizations.</p>	<p>1. The percentage of increase in the satisfaction of the targeted organizations of the service provider (federations, unions etc)</p> <p>2. The percentage of increase in awareness of cooperative principles by members of cooperative</p>

What services and products will we provide under the Cooperation Development Program? (Outputs)

1. **Training for cooperatives and community economic organizations is available to employees, board of directors, oversight bodies and members of the founding committees and leaders of the cooperative and institutions.** ESDC will develop and implement training packages for the existing cooperatives and organizations that are in the establishment stage. The training covers areas of business and financial management based on the needs of the organization. ESDC will provide training directly through or contracting with the Cooperative Training Institute.
2. **Community socio-economic organization are supported in the field of business development and services:** Accompanying services include periodic visits to organizations to provide coaching and advice in preparing business development plans, marketing support, improving procurement, promotion, fundraising, financial management and accounting.
3. **Entrepreneur initiatives have the financial and material resources required for the establishment of projects or the development of cooperative services.** The financial services package includes the provision of in-kind materials and small grants to the organizations with a contribution to the start of a project or the development of a cooperative service. It also includes networking with financial institutions and providing guarantees to associations to obtain appropriate loans to establish cooperative projects or develop existing services.

4. **Awareness and training for cooperatives and economic CBOs is available to employees, boards of directors, oversight bodies and members of the founding committees of the leading organizations and the cooperative members.** ESDC will develop and implement training packages for the existing cooperatives and organizations in the establishment stage. The training covers areas of business, financial management, Financial and technical training based on the needs of associations. The Center will provide training directly or through contracting with the Cooperative Training Institute.
5. **Cooperative have opportunities to promote and market cooperative products locally and externally:** The Center will provide opportunities to showcase cooperative products at local and international exhibitions, establish and participate in forums related to marketing at the local and international level and foster talks and relations between associations and related parties in marketing at the level Domestic and international.
6. **The quality of the products and services of cooperatives and CBOs are improved:** The Center will work to improve the productive work environment, build specifications for Palestinian products and register trademarks.
7. **Networking and exchange visits of socio-economic organizations locally and externally conducted.**

Small Business Development

Strategic Objective 2: Small business with women and youth engagement is within a stimulating and empowering business environment

Strategy: ESDC's approach is to provide an enabling environment for small enterprises for young people and women based on the individuals, their attitudes and experiences with SME. The foundation of work will be based on promoting employment and income for all and support national policies for entrepreneurs that will enhance the continuity and success of projects and contribute to their improved livelihood; especially national policies related to infrastructure, marketing and capital availability. The Center will continue to provide business development services for small and entrepreneurial projects, organizing meetings related to small projects, and enhancing relations between different parties, especially those providing financial services, small producers and entrepreneurs

Medium Term Results	1. Women and youth entrepreneurs' capacities are strengthened.	2. Increased access to financial schemes for youth and women	3. Small enterprise products have improved access to domestic and external markets
How will we achieve this? Indicators	1. Number of youth, women and professionals involved in business development activities desegregated by sex, age and type of participation.	1. The number of entrepreneurs who have implemented their entrepreneurial ideas desegregated by sex, age, region and project idea. 2. The number of jobs	1. The percentage of entrepreneurs who have formal agreements and contracts for their products/services desegregated geographically.

	2.The satisfaction of the participants in the relevant activities of the Center in promoting business leaders	opportunities created. 3. Total capital of projects established.	
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What services and products will we provide under the Small Business Development Program? (Outputs)

- 1. Business development services provided.** Services provided include training, consultation in the field of market studies, economic feasibility, business development plans, legal and tax advice and all matters related to the legal status of establishment. It also includes advisory services for promotion, marketing, buying, selling and developing systems. Administrative and financial planning, as well as coaching and technical training will also be provided.
- 2. Women and youth entrepreneurs have the financial and material resources necessary to set up or develop their small projects.** ESDC will provide a package of activities that contribute to the provision of capital for the establishment of small projects for entrepreneurs targeted by the Center's programs or networking with various funding institutions. Materials and production equipment required for the development of small enterprises will be supported.
- 3. International initiatives to sign contracts for the marketing of entrepreneurial products at fair prices are promoted.** This service includes a range of activities such as holding exhibitions, facilitating the participation of entrepreneurs in national and international exhibitions, holding permanent and temporary exhibitions and sponsoring negotiations between the relevant parties through periodic meetings and campaigns to promote various products.
- 4. Small producers are organized in an economic and social framework that contributes to their protection and development of their businesses:** This includes chambers of commerce, trade unions, federations and other forms of mutual and cooperative work.

Strengthen the Resilience of Farmers

Strategic Objective 3: Family agriculture is productive, profitable and sustainable

Strategy: Since its establishment, ESDC has been working to promote rural agricultural work and production at the household level as family farming: men, women, boys and girls. Families will be supported to participate in the production, marketing and manufacturing of agricultural and dairy products within the framework of an agricultural system compatible with the environment and contributes to food security for the family and society in various circumstances and supports the steadfastness of the family and the sustainability of agriculture. The Center will develop value chains for priority agricultural commodities for farmer and small scale producers by jointly addressing the problems associated along the value chain, especially the challenges faced by small scale farmers and women in marketing, production and production inputs. The Center will also work to motivate youth, unemployed entrepreneurs and the poor to engage in targeted value chains as well as engage in productive agricultural and agricultural production activities with high viability and competitiveness.

Medium Term Results	1. New technologies are	2. Affordable fair markets for	3. Increase the capacity of	4. Farmers' resilience to
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	adapted by farmers and livestock breeders for more effective, efficient and sustainable production.	quality agriculture products is promoted	farmers to adapt to climate change.	Israeli violations and natural disasters to maintain agriculture livelihood is improved
How will we achieve this? Indicators	<p>1. The number of new technologies and methods that have been introduced, expanded or developed</p> <p>2.The number of farmers/herders who have applied new technologies in plant and animal production.</p> <p>3. Satisfaction of farmers, producers and partner institutions with modern techniques and methods of production that are disseminated</p>	<p>1. The number of marketing agreements or export the products of small farmers at better prices or conditions than the market and the farmers who are involved therein.</p> <p>2. Number of new mechanisms adopted to improve roads, means of transport, promotion or marketing at the local and international levels.</p>	<p>1. Number of technologies and initiatives supported in climate change adapted by farmers.</p> <p>2. Area of land being cultivated or is newly planted.</p>	<p>1. Number of affected farmers who received direct support from the center.</p>

What services and products will we provide as part of the Farmers' Resilience Program? (Outputs)

- Farmers and livestock breeders have the training and the means to produce efficiently and sustainably within national and international quality standards.** This includes training and technical and extension visits and support, developing national standards with partners and providing equipment and inputs to farmers that enhance their skills and encourages them to improve the quality of their product.
- Palestinian and Arab consumers have increased awareness and confidence in fresh and processed local agricultural products.** This includes campaigns to promote fresh and processed products in Palestine and Arab countries.
- Agriculture land is rehabilitated and reclaimed.** There will be an emphasis on the opening of agricultural roads that enable farmers to access and tend to their land and provide material

assistance for the settlement of land as well as the construction of retaining walls, digging wells, protective fencing and collecting and planting seedlings.

4. **Farmers and livestock breeders have traditional and non-traditional water sources:** ESDC will dig agricultural wells, maintain artesian wells and regulate water users in frameworks that will improve the efficiency and management of agricultural water. The center will also treat grey wastewater and wastewater for fodder production.
5. **Financial support is available to families affected and threatened with loss of natural resources:** ESDC will provide direct assistance to poor families and families affected by climate change, occupation policies or market changes to ensure their continuation in the agricultural sector and animal husbandry.
6. **Interventions that respond to the needs of farmers living in support of their livelihood strategy based on agriculture or livestock is implemented:** This is based on the social and economic studies of farmers. This service includes the implementation of these initiatives related to basic services in the field of drinking water, energy, transportation, housing, small scale drinking water in Gaza and initiatives to use solar energy for farmers or initiatives in school in agricultural areas, or initiatives to provide transportation for students to their schools in remote areas.

Building ESDC capacities

Strategic Objective 4: ESDC achieves its objectives efficiently and effectively and complies with good governance standards

Strategy: ESDC will continue to build the capacity of the executive staff in the technical, development and administrative fields, especially in relation to the community and the target groups, and the management of programs and technical matters. The Center will also work in parallel to the development of internal systems and processes, especially those related to knowledge, planning, financial and administrative matters, in order to enhance the transparency and accountability of the organization with the foundations of good governance. ESDC will also continue to develop mechanisms for the mobilization of financial resources from Arab and regional sources with common interest, without prejudice to the independence and priorities of the Center's work.

Medium Term Results	1. The financial, material and human resources needed to achieve the strategy are available	2. ESDC has an effective planning and monitoring system	3. ESDC's operations are institutionalized with gender mainstreaming in all aspects of operation
How will we achieve this?	1. Percentage of increase in funding sources.	1. The annual report of the Center includes a description of progress on the results level based on performance indicators and provides an explanation of achievement or	1. Percentage of female employees in the center.
Indicators	2. Total Increase in the number of employees providing technical services to the target	2. Diagnostic reports for programs and projects analyze problems and realities	

	<p>groups in the fields of agriculture, business development, technical studies and cooperative work.</p>	<p>justification</p> <p>2. Annual plan and budget linked to the Center's strategy is developed.</p> <p>3. lessons learned monitored</p>	<p>by men and women.</p> <p>3. Performance indicators in projects and programs are disaggregated by sex</p> <p>4. Percentage of men and women benefiting from the Center's activities and interventions.</p>
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What services and products will we provide as part of ESDC’s capacity building? (Outputs)

1. The staff and management have received the necessary training and support in the field of institutionalization and gender inclusion in the organization and its programs: This includes internal policy reform; the formation of a committee within the center specialized in reviewing the policies of the center for gender inclusion and offering recommendations to the board of directors and the general manager for adopting them.
2. Capacities of staff and the Board of Directors in technical, administrative and financial areas is continuously built: This is especially in areas related to the implementation of activities and programs such as business development services, value chain analysis, work with cooperatives, agricultural research and development, and program and project management.
3. Partnerships and alliances with national and international organizations is developed: in the areas of agriculture, economic empowerment and cooperative action.
4. System of monitoring, evaluation and learning is developed: This is a review of indicators, development of tools for gathering information, issuing reports to stakeholders, evaluating projects and programs, and reviewing the strategy annually.
5. Internal regulations and policies are continuously reviewed: especially financial, administrative, procurement and working manuals for key activities.
6. Public and international relations are developed: within the framework of funding and of networking and cooperation framework.
7. Main office and equipment upgraded: through national and international partnerships and self-financing.
8. ISO9001 is updated: 2008 system to ISO9001 version 2015

Part V Strategic Management

The implementation of the strategy of the Economic and Social Development Center of Palestine is based on joint and continuous work among the Board of Directors, the members of the General Assembly and the Executive Management; especially in the management of the three outcomes of the fourth objective related to attracting and developing financial and human resources, planning and evaluation of programs and interventions and good governance. The success of the Center in obtaining the three results contributes to strengthening the organizational status of the Center to achieve the goals and planned results efficiently and effectively. Specifically, the leadership of the Center (Board of Directors and Executive Management) will:

1. Launch and Disseminate the Strategic Plan

The Chairperson of the Board of Directors and the Director-General will work to disseminate the strategy to all members of the General Assembly, staff and partner organizations. Sessions to present

the strategy and to discuss the challenges of achieving the strategy at the internal and external levels and the expectations of the Board of Directors will be conducted. The Center will also publish the strategy in Arabic and English immediately after its approval by the Board of Directors. The Center will work at the end of each year to disseminate the achievements of the strategy and publish a plan of action and budget for the following year in a transparent and broad framework of internal and external accountability, especially before the General Assembly and the target groups and partners.

2. Activate the steering and supervisory role of the Board of Directors on the Seeds of Dignity Strategy 2017-2022

Since its establishment, ESDC has sought to strengthen its governance, especially the role of the Board of Directors in all organizational aspects of the Center, and in particular to comply with all the provisions stipulated in the internal regulations such as the periodicity of elections, holding periodic meetings of the Board and reviewing the policies, regulations and plans of the Center. Also:

- Holding special training workshops with the Board of Directors in the areas of financial management, systems, accounting, planning, programming and good governance.
- Organizing periodic meetings with the Board of Directors and members of the General Assembly with partners and target groups in order to review the achievements and challenges associated with programs and activities.
- Develop a special action plan in the participation of the members of the Board in some special activities in the center such as public relations activities, meetings with financiers, meetings of officials in official institutions in order to promote the center and advocate for the issues of the target groups.
- Expanding the General Assembly to include new members from the governorates of the country, taking into account the expansion of membership, adding new members with the ability to support the Center in specific aspects taking into account gender aspects.
- The Chairman of the Board will work directly to activate the role of the Internal Control Committee and appoint an internal auditor to deal directly with the Board to conduct the audit of the Center from the programmatic, administrative and financial aspects.
- Develop a general framework for evaluation by the Director-General based on special criteria.

3. Developing the system for monitoring, evaluation and learning

The Center aims to develop the monitoring and evaluation role in learning and strengthening the Center's guidance and decision-making tools in order to improve the quality of reports submitted within the requirements of partners and within the framework of strengthening the principle of accountability. In this context, the Center will work specifically on the following activities:

- Review performance indicators and identify them in a broad participatory framework and develop a monitoring and evaluation matrix with data collection tools. A special database in the M & E system will be designed.
- Periodic evaluation of projects and activities and linking their indicators to the overall indicators of the strategy.
- Prepare the annual reports of the Center based on the indicators and provide an explanation on why the achievement was achieved or why it did not materialize.
- Annual review of the strategy within the framework of the approved projects, budgets and changes in the social and economic reality of the Palestinian society.

4. Develop a special function in business development services and value chain analysis

ESDC's focus on achieving the three strategic objectives depends on a special function in the development of business services and value chain analysis. Cooperatives need to be supported with

technical assistance and training in the development of cooperative projects. Entrepreneurs and women also need specialized coaching and training in entrepreneurship and business management. The job of the business service includes providing a package of services to farmers, entrepreneurs and cooperatives, especially in the field of preparing economic feasibility and business plans, providing legal advice and professional guidance, marketing advice and access to various sources of funding. The center will develop a special unit in the business development services so that the unit will include cadres trained and qualified at the level of the center and the governorates.