



# **Administrative Report**

**2016**

**Establishment:**

The Arab Center for Agricultural Development "ACAD" was established in 1988 as a project under the name of the United Agricultural Company in Jericho and Ramallah. The project aimed to build the economic capacities of small farmers who were facing risks of collapse during the Palestinian First Intifada through providing them with in-kind contributions. The project primarily targeted the agricultural lands in the Jordan Valley and later on expanded to include the Central West Bank and Nablus in the North West Bank.

In 1993, the project was institutionalized into a developmental organization by registering it as a non-governmental non-profit organization in Jerusalem under the name of the Arab Center for Agricultural Development (ACAD) specialized in financing small enterprises. The Center has identified its broad objectives, which focused on developing the agricultural sector and assisting small farmers through financing, marketing and technical support.

**Strategic Objectives:**

- To empower and build the capacities of farmers and cooperatives so as to improve their productivity and economic situation and defend their individual and collective rights.
- To contribute to improving the Palestinian food security and conservation of environment.
- To contribute to providing emergency and relief support for farmers and development of the affected and "C" areas.
- To work on ACAD's sustainability and develop its programs in service of the agricultural and rural sector.

**Mission:**

ACAD is a developmental non-governmental organization that contributes to developing the agricultural rural sector by building partnerships based on complementarity, professionalism and involvement of the target groups including marginalized farmers and rural people especially women and youth. ACAD supports initiatives that encourage generation of job opportunities, capacity building and development of the agricultural and productive infrastructure and facilitates access to finance opportunities to establish small size enterprises.

**Vision:**

ACAD is a Palestinian civil developmental pioneer model that contributes to building an effective rural and agricultural community relying on its own capacities, identifying its future by itself and living with dignity in the democratic independent State of Palestine.

**Our Values:**

Justice, transparency, devotion and dedication to work.

**Board of Directors Members:**

Mr. Hasib Nashashibi– Chairman of Board of Directors.

Mr. Amjad Al-Masri– Vice Chairman.

Mr. Samir Barghouthi– Treasurer.

Mrs. Haneen Zeidan– Secretary.

Mr. Maher Safi– Member.

Mr. Saed Nashashibi– Member.

Mr. Ahmed Sourani- Member.

**Administrative Staff**

Mr. Khalil Al-Khatib – Executive Manager.

Mr. Muhsen Abu Ramadan – Gaza Branch Manager.

Ms. Rola Awayes – Human Resources and Admin Officer.

**Introduction:**

In general, the political and economic scene did not unfold radical changes in 2016. Nevertheless, the persistent political and economic situation cast its shadow directly over the Arab Center for Agricultural Development (ACAD). Our team had to fly in the face of several challenges and difficulties, including the checkpoints, barriers, obstructions, severe work conditions on the other side of the Separation Wall; let alone the lack of funding. These restrictions have affected many of our projects and deprived us from timely and punctual obtainment of the required funding.

However, ACAD played a significant role in the establishment of new markets for beneficiaries of ACAD programs. The positive impact is tangible in the programs implemented or are afoot to see the light in the Gaza Strip, Eastern Jerusalem and Old City of Jerusalem, and the areas located behind or near the Apartheid Wall. ACAD efforts in the targeted areas have cemented the steadfastness of the communities living there and helped them cope with difficult economic situation and harsh living conditions.

**Executive Summary:**

ACAD implemented an array of new projects in 2016; some of them were completed in 2016; others are afoot to see the light in 2017. ACAD also concluded some projects from the past year. ACAD activities during 2016 were links in the chain of activities that started in 2015 with a view of realizing ACAD mission and vision to improve the social and economic conditions of the targeted groups and empower them economically.

Although ACAD has faced several challenges to mobilize funding for new projects in 2016, our administrative team with support of the Board has made every endeavor and left no stone unturned to secure funding through approaching the donors with many project proposals. Some of the proposals were given the green light, and others are still under consideration.

ACAD has implemented 12 projects and agreements at a total cost of USD 882,801. The projects fall into different themes, including lobbying and advocacy, advancement of the rights of women and children, empowerment of poor families in marginalized areas, empowerment of productive families, student scholarships, olive cultivation, rehabilitation of water networks, support of the steadfastness of the Palestinian people in area c,

rehabilitation of agricultural production assets, and ACAD staff capacity building. What's more, ACAD continued to support persons with disability, training them to open and lead their own enterprises. 2016 also staged many trainings and workshops for the beneficiaries from ACAD programs and activities, to name but a few, how to start up your own business, saving and credit, and life skills.

The projects were implemented across the West Bank, the Gaza Strip, and Jerusalem, targeting 4,111 beneficiaries (i.e. women, youth and farmers) of them 1,449 women, 2,412 men, and 250 persons with disability.

At the internal front, ACAD implemented a potpourri of programs, training courses, and workshops, which have had a positive impact on the staff performance and skills, and thus helped them realize ACAD objectives.

ACAD also placed particular focus on the media coverage. As a result, the ACAD website has been regularly updated and enriched with information and news. To the very end, ACAD utilized the local newspapers and social media outlets.

## Programs and Projects

**This section is given over to present a constellation of the most notable projects and activities ACAD has implemented during 2016:**

### **1- Advancement of the Rights of Vulnerable Palestinian Women and Children in East Jerusalem:**

ACAD has completed the activities under this project and embarked upon the preparation and implementation of the enterprises thereunder. ACAD signed number of funding sub-agreements with its partners, viz. Burj Alluqluq Social Center Society, the Domari Society of Gypsies in Jerusalem, Abu Tur Women Center – Silwan, and al-Azariyeh Charitable Society. As the agreements stand, ACAD will support select initiatives by Palestinian Jerusalemite women to establish collective enterprises. ACAD also will help the targeted women access local markets and provided them with training and advice. The projects vary from ornamental plant and herb cultivation to vegetable farming, through to food production and delivery (e.g. jams, pickles, pastry, sweets) and fashion designs to name a few.

As the middle of 2016 wore on, a greenhouse was established at Burj al-LuqLuq Social Center Society. This greenhouse stands to be the first of a kind within the walls of the old City of Jerusalem to grow home and outdoor ornamental plants, herbs, and vegetables. A training on cultivation is afoot at the hands of an agronomist for ten Palestinian Jerusalemite women to ensure that they are at the ready to shoulder the responsibility for production and sales of the produce, which will see the light in the offing. Similarly, ACAD has equipped the kitchen at the Domari Society of Gypsies in Jerusalem. A traditional cookery and food presentation training delivered by a specialist chef for the women running the kitchen.

The beneficiaries of the said enterprises have brought their businesses into fruition on the open day held on October 19, 2016 at the Young Women's Christian Association in Jerusalem and at the Christmas Bazaar, which was held on November 12, 2016. These events gave the beneficiaries a window of opportunity to sell herbs in colorful handmade pots and desserts.

ACAD also held many trainings on life skills and how to start up your own business at Abu Tur Women Center – Silwan, and al-Azariyeh Charitable Society. It also held an array of women-cantered awareness meetings about first aids, home maintenance, time management, domestic violence, meditation and relaxation. Such activities were aimed at raising the awareness of the targeted women of the training topics.

In observance of the Global Day of Parents, War Child Holland (WCH) and ACAD held an activity for parents and children on June 1st 2016 at Abu Tur Women Center. ACAD organized a visit for Abu Tur Women Center to al-Azariyeh Charitable Society with a view of broadening their experience in the success factors of cooperatives.

The Heinrich Böll Stiftung-Ramallah & Jordan (HBS) Office has launched the EU-funded project “Advancing the Rights of Vulnerable Palestinian Women and Children in East Jerusalem”. This project was brought to the light in partnership with four community organizations, namely: Burj Alluqluq Social Center Society, the Domari Society of Gypsies in Jerusalem, Abu Tur Women Center – Silwan, and al-Azariyeh Charitable Society. The implementation of the projects and activities will come ashore in September 2017.

## **2- Deprived Families Economic Empowerment Program – DEEP:**

ACAD in partnership with the United Nations Development Programme (UNDP) and the Ministry of Social Development (MoSD) has implemented the Islamic Development Bank funded DEEP. In principle, DEEP aims to improve the living conditions of economically deprived and socially marginalized Palestinian families through helping them establish small enterprises, and thus generate a sustainable income source.

As DEEP plan stood, the program has targeted 75 families, of them 25 in Salfit and 50 in Qalqilya. All the families were selected by the MoSD, and they depend on the assistance provided thereby.

The program budget amounted to USD 618 thousand, of which USD 495 thousand were allocated as grants for the families to establish small income-generating enterprises at a cost of USD 6,600 per family.

To that end, three 12-day training courses were provided for 87 participants on enterprise feasibility. Thanks to the training, the participants could carry a feasibility study for each enterprise.

The project entered into effect on April 3, 2016 and will come to berth on June 30 2017. The table below shows the location and number of the enterprises implemented under DEEP:

#	Governorate	# of enterprises	Location
1	Salfit	25	Salfit, Bidhya, Sarta, Mas-ha, Haris, Kifl Haris, Kafr ad-Dik, Marda, Rafat, az-Zawiya, Bruqin, Deir Istiya, Yasuf.
2	Qalqilya	50	Qalqilya, Azzun, Immatain, Kafr Qaddum, Sanniriya, Kafr Thulth, Hableh, Jayyous, 'Ezbet Salman.

The table below gives a glance at the sectors targeted by the enterprises funded under DEEP:

#	Sector	# of enterprises	Enterprise Types
1	Agriculture	10	Livestock farm, greenhouse farm.
2	Commerce	44	Shops, bakery, restaurants, dessert production.
3	Service provision	19	, photographic studio, sewing workshop, beauty salon, and event supply rental store, dry clean laundry.
4	Industry	2	Detergent manufactory and smithery

The management of the enterprises was distributed as follows:

#	Gendered	Implemented Projects
1	Women	38
2	Men	37

### 3- Student Scholarship Project:

This project has started in the last quarter of 2015 under an agreement between ACAD and the UNDP under DEEP and the Ministry of Social Development and funded by the Islamic Development Bank. The project has been completed during the first quarter of 2016 at a total cost of USD 187 thousand. The project has succeeded to benefit 226 male and female students.



#### **4- Expansion of the water network in the Eastern Region of Bani Zeid Village:**

This project builds on the Rehabilitation of Water Source of Aroura – Bani Zaid project, which was implemented in 2015 and funded by the France Palestine Amitiés. For the second year in a row, the France Palestine Amitiés funded a new project to rehabilitate and expand the water network within the municipal boundaries of Bani Zaid ash-Sharqieh to connect the households there to a rehabilitated water network.

ACAD has implemented the project in collaboration with the Bani Zaid Village Council and Jerusalem Water Undertaking – Ramallah and al-Bireh. The project benefited around 170 households through the installation of water lines and sublines with a total length of about 4000 meters. ACAD share of the project cost stood for USD 110 thousand. This project was completed during the last quarter of 2016.

#### **5- One Million Olive Trees Campaign:**

Distribution and cultivation of olive seedlings stand to be one of ACAD annual signature projects. This project aims to plant marginalized areas and the areas threatened to be confiscated in order to foster the steadfastness of the farmers withstand in area *c* across the West Bank.

In 2016, ACAD distributed 6,500 olive seedlings across a number of the West Bank governorates, viz. Ya'bad, Zububa and Nazlet Zeid in Jenin; Burin and Aqraba in Nablus; Beit Lid, Deir al-Ghusun, and Kafr al-Labad in Tulkarm; al-Masara in Bethlehem; Susya, Um al-Khair, and Dura in Hebron, and Ni'lin and Bil'in in Ramallah.

The seedlings were planted in collaboration with farmers and volunteers from the said villages. The project, which was completed during 2016, was funded by several French solidarity organizations such as AFPS.

#### **6- Wadi Fukin Project:**

This project, which was funded by the France Palestine Amitiés, aimed to foster the steadfastness of farmers; especially, in area *c*. To that end, ACAD targeted the agricultural land in Wadi Fukin near Bethlehem through planting 500 olive seedlings in addition to fencing more than five dunam.

## **7- Persons with Disability Empowerment Project:**

ACAD has implemented two training projects to empower persons with disability and train them on how to obtain funding from the Bethlehem Arab Society for Rehabilitation:

**1- Project I:** In collaboration with the Bethlehem Arab Society for Rehabilitation and ACAD Finance, ACAD trained persons with disability on how to develop and embark on their own small income-generating enterprises. ACAD provided six training courses for more than 150 beneficiaries from the governorates of Hebron and Bethlehem. The project was fully completed during the last syllable of 2016.

**2- Project II:** Building on the success that crowned project I, ACAD and the Bethlehem Arab Society for Rehabilitation implemented another project to empower and train persons with disability on how to manage their own enterprises. ACAD provided four trainings for 100 beneficiaries from the governorates of Nablus, Jenin, Bethlehem, and Hebron.

Both projects consisted of several activities, including:

- a. Training courses for the targeted beneficiaries;
- b. Field visits to the beneficiaries to develop their economic plans;
- c. Arrangement and furnishment of the beneficiary economic plans to the Bethlehem Arab Society for Rehabilitation;
- d. Financial and administrative coaching after funding the respective enterprises by lending agencies.

## **8- ACAD Staff Capacity Building Grant:**

ACAD received a EUR 12 thousand grant from CCFD to support its activities and programs during 2016.

## **9- A Local Network in Support the Farmer's Rights:**

ACAD has implemented a chain of training programs and awareness activities for the benefit of the Local Network for Farmers' Rights. ACAD has established this network over quinquennium of capacity building, educational workshops and awareness activities. By the same token, ACAD held several training programs during 2016 on citizenship, public engagement, farmers' rights, and lobbying and advocacy mechanisms. What's more,

ACAD has spearheaded an array of lobbying and advocacy campaigns; to name a few, the Right to Water, the Right to Exportation, the National Product Support. ACAD also published two issues of Juzoor Newspaper, which reflected the needs, priorities and aspirations of farmers and covered ACAD news in the West Bank and the Gaza Strip.

At the Gaza Strip front, ACAD provided two training courses in the south and north. Each training targeted 25 leading farmers. On their parts, the beneficiaries held 50 awareness meetings in coordination with the community organizations across the Gaza Strip, particularly, the eastern villages. Hundreds of farmers, moreover, took part in ACAD lobbying and advocacy campaigns.

The project was concluded at the end of 2016 successfully with a special celebration. Around 120 representatives from the civil society organizations, the Ministry of Agriculture and the Local Network for Farmers' Rights participated in the event. They highlighted the preference of development to relief and significance of lobbying and influence over charitable aids; such a position was rock-bedded on a right-based development philosophy.

The project, which came to berth in 2016 after five years, was funded by the Norwegian People's Aid.

#### **10- Rehabilitation of Agricultural Production Assets for farmers affected by the aggression of 2014:**

ACAD implemented this UNOCHA-funded project in collaboration with the French Agency for Technical Cooperation and Development (ACTED.) The project was designed to restore a 27 dunum agricultural land and establish agricultural ponds and 15-km water pipelines for the affected farmers in ash-Shuka, Abasan as-Saghira, Abasan al-Kabira, and Khuza'a, which spread to the east of Khan Yunis. The project duration extended over seven months.

#### **11- ACAD Partnership with the Coalition for Accountability and Integrity AMAN:**

Considering the paramount significance of the enhancement of the value system of transparency, accountability and integrity, ACAD shoulder to shoulder with AMAN has held two awareness workshops in Beit Hanoun in the north of the Gaza Strip and in Khuza'a

in the south. Around 50 participants took part in each workshop. The latter were given over to highlight the significance of transparency in the structure of CSOs and the need to cement their role in the good governance process in pursuit of an enhanced accountability at the decision making level and immune public funds. This also would contribute in ensuring the right person at the right position and professional service provision, reinforcing the public engagement mechanisms, adopting policies that support the small and vulnerable farmers' rights, and reaching out to the marginalized far-off areas.

**ACAD Finance Company:**

ACAD Finance Company, which ACAD holds more than 56% of its shares, stands to be ACAD's financial arm. It kept on achieving and expanding its broad development objectives since its birth on the first of 2014.

ACAD Finance assets grew from USD 11 million in 2015 to USD 14.5 million in 2016. The credit facility portfolio stood around USD 13 million; 90% of which were allocated for funding small income-generating enterprises across various economic sectors; particularly, agriculture and commerce. The net profit ACAD Finance has accomplished during 2016 amounted for USD 114 thousand.

In 2016, ACAD Finance secured loans with a total value of USD 10 for 2,550 enterprise owners from women, low-income people, and rural areas. The total number of borrowers as of the end of 2016 reached 4,600 borrowers; 58% of them were rural women.

Furthermore, ACAD finance has funded 89 enterprises at zero interest rate as part of its social responsibility towards persons with disabilities; particularly, in the West Bank, and affected people by the Israeli aggression on the Gaza Strip in 2014.

In collaboration with the Palestine Investment Fund (PIF) and the Palestinian Fund for Employment, ACAD Finance spearheaded a project with a total value of USD 3.5 million to fund project ideas by youth, whose age is less than 30 years, or to expand their existing enterprises.

ACAD Finance Company was established with a paid capital of USD 5.35 million in 2014 under the Decree No. 132 of 2011 on Specialized Lending Corporates. The Shares of the Company are held by ACAD, the European Investment Bank (EIB), the International Solidarity for Development and Investment (SIDI), Grameen Microfinance Institution in France, and Dutch Triple Jump.

## Public Relations and Networking

### ❖ **Local Public Relations and Networking:**

ACAD maintained and cemented its relations with the local institutions and organizations and build novel professional relations and partnerships with:

- **Palestine for Development Foundation Co.** to implement the Start up your own Business program, which aims to help the youth engage in the economic sphere through providing them with knowledge, training, and hands-on and experience related to income-generating enterprise development and management. The International Labor Organization (ILO) provides the technical content and materials and brings the international experience to train ACAD staff (i.e. the trainers.)
- **Al-Azariyeh Charitable Society and Abu Tur Women Center – Silwan** to implement the Advancement of the Rights of Vulnerable Palestinian Women and Children project; ACAD will collaborate with each partner to qualify and train the targeted women to develop and embark on collective enterprises that will help them be economically empowered and improve their living conditions and family income;
- **The Coalition for Accountability and Integrity - AMAN** to raise the farmer community awareness of the value system of integrity, transparency and accountability through awareness sessions;
- ACAD became a **member in the Palestine Social Forum**, as the latter will grow into a platform where non-governmental organization networks and civil society organizations meet to organize their efforts and take part in the international forums and conferences; this will also help the stakeholders create a strong network of relations to coordinate and collaborate in pursuit of their mutual objectives;
- ACAD maintained its membership in **the NGO Network** and took part in most of the Network meetings and events in the West Bank and the Gaza Strip;
- ACAD deserved the **Compliance Certificate with the Palestinian NGO Code of Conduct from the NGO Development Center (NDC).**

### ❖ **International Public Relations and Networking:**

ACAD continued to cement its time-horned partnerships with a constellation of international organizations, including **France Palestine Amitiés, Associations France**

**Palestine Solidarité.** By the same token, ACAD maintained its memberships in the **International Land Coalition and Habitat International Coalition.**

❖ **Lobbying and Advocacy:**

ACAD persists to work under the banner of its lobbying and advocacy strategy to defend the Palestinian farmers' rights wherever they live in the West Bank and the Gaza Strip in support of the Palestinian agricultural sector. ACAD made and furnished two pleas. The first called Council members in the West Bank and the Gaza Strip to increase the share of the Agricultural sector in the public budget. The second appealed to the Ministry of Agriculture and the Legislative Council to establish a farmer fund to compensate the farmers for the losses incurred by different catastrophes. What's more, ACAD has conducted an array of critical workshops, first and foremost, the Shadow of Paris Protocol over the Agricultural Situation workshop with the participation of a select economists. ACAD also organized an exhibition for the national products in Katiba Square in Gaza. Many Palestinian companies and manufactories took part in support of the Palestinian national production.

❖ **A glance at ACAD presence in media and social media:**

As ever, ACAD placed a particular focus on the media coverage of its activities, projects, and programs through its official website, local newspapers and the various social media outlets.

**List of the Projects Implemented during 2016**

<b>Project Name</b>	<b>Donor</b>	<b>Budget</b>
Advancing the Rights of Vulnerable Palestinian Women and Children in East Jerusalem	EU-HBS	126,660
AFIF Program Administrative Expenses	DEEP -AFEF	18,662
Italian Grant/Start up your own Business	Italian Consulate	3,063
Student Scholarship Program	DEEP	142,468
Olive Seedling Plantation and Distribution/2016	France Palestine Amitiés	18,604
Wadi Fukin Project	France Palestine Amitiés	10,843
Expansion of the water network in the Eastern Region of Bani Zeid Village	France Palestine Amitiés	93,051
Deprived families economic empowerment program (DEEP)	DEEP	348,886
A Local Network in Support the Farmer's Rights	NPA	57,504
Agricultural Assets Rehabilitation Project/Gaza	ACTED	27,643
Capacity Building Project	CCFD	13,320
Persons with Disability Training and Empowerment	Bethlehem Arab Society for Rehabilitation	22,097
<b>Total</b>		<b>882,801\$</b>



## Resources

### ❖ Human Resources:

ACAD homes 26 staff members (16 women and 10 men) as of the end of 2016.

Some of the staff members took part in local training in their scope of work such as human resource management and social media for professional use.

The staff skills related to internet and computer use and technical issues witnessed an improvement as well.

### ❖ Physical Resources:

Most of the fixed asset procurements were funded under the Norwegian project and ACTED project as well.

#### Improvements in the Fixed Assets during 2016

Item	HQ	Gaza Branch	Total \$
Office Equipment and Machines	332	-	332
Computer and related devices	721	2040	2761
<b>Total</b>	<b>1,053</b>	<b>2,040</b>	<b>3,093\$</b>