



Arab Center for Agricultural
Development

Strategic Plan
(2020 – 2022)
Executive Summary





Arab Center for Agricultural Development

Palestinian nonprofit organization that
works in agricultural and rural field

Strategic Plan

(2020 – 2022)

Executive Summary

Introduction:

Strategic directions of the Arab Center of Agricultural Development “ACAD” document has been developed based on reviewing the previous strategic plan, evaluation of ACAD work and performance during the previous phase in participation with board of directors’ members, representatives of general assembly and the executive staff, through a series of open meetings, workshops and reviews conducted at the beginning of **2020**.

The plan has been approved by board of directors and ratified by general assembly so to lead the developmental efforts of ACAD and developing its capacities, which contributes in developing the agricultural and rural sector in Palestine and forms a main source of all actions, activities and policies that will be adopted in the upcoming phase.

Establishment and development:

The Arab Center for Agricultural Development was established in **1988** as a project under the name “the United Agricultural Company” in both Jericho and Ramallah cities. The Company aimed at building the economic capacities of small farmers, who were facing risks of collapsing during the Palestinian First Intifada, through in-kind financing. At the beginning, the Company targeted the agricultural areas in the Jordan Valley and then it extended its work to include the Center West Bank and Nablus in the north West Bank.



التمكين الاقتصادي والاجتماعي
للجوهيات التعاونية



والاجتماعي للجوهيات التعاونية

المحتوى

تقنيات المندوبين

عوامل، مبادئه وقيمه

التمكين التعاونية لأعضائها "هوية

التمهة او المسؤولية او هدف اللجنة او الهيئة او المنصب في التعاونية

الإجابة	
22.	اعداد وتحضير جدول أعمال جلسات لجنة الإدارة
23.	اعتماد التصرفات النافذة والمفيدة للملكية العقارية
24.	الاحتفاظ تحت طائلة المسؤولية بجميع سجلات الجمعية ومستنداتها ووثائقها وختمها على أن ينفذ بالمكان الذي تمهده للجنة الإدارة
25.	تعيين الموظفين والمستخدمين، وتحديد أجورهم وذلك في حدود الموازنة السنوية وتوقعهم وتقسيمهم من العمل
26.	اختيار مدقق حسابات مرخص له بمزاولة مهنة تدقيق الحسابات
27.	تقفل بعض صلاحيات أمين الصندوق أو أمين السر إلى مدير أو موظفي الجمعية لضمان حسن سير عملها
28.	بيع عقارات الجمعية بأشعار مسبق إلى المجلس، إلا إذا كانت الجمعية قد حصلت على تلك العقارات من أراضي الحكومة، فيجب في هذه الحالة موافقة المجلس المسبقة
29.	قرار اندماج جمعيتين أو أكثر
30.	قبول الهبات والوصايا، وأي إعانات أخرى تتلقاها الجمعية
31.	يرأس جلسات لجنة الإدارة واجتماعات الهيئة العمومية
32.	مراقبة إدارة نشاطات الجمعية ومشاريعها ومتابعة تنفيذ قرارات الهيئة العمومية
33.	تحضير خطط العمل والموازنات و... سنة الإدارة
34.	يتم إجراء التدقيق في الشؤون المالية للجمعية
35.	التصرف في عائد الأسهم، والعائدات التي تخص على اعتمادها من الهيئة العمومية (5 سنوات)، وإم يطلب مستطوعها بها
36.	اعداد تقرير سنوي لتقرير الإدارة ولجنة الإدارة وعرضه في اجتماع الهيئة العمومية
37.	القيام بأعمال الإشراف والتفتيش
38.	اعداد خطط العمل للترويج في
39.	تحضير العقود والاتفاقيات
40.	التواصل مع الأعضاء
41.	إعداد التقرير السنوي
42.	التصرف في الإقراض
43.	التوقيع على المعاملات
44.	المساهمة في تقريره
45.	اختيار المبرمجين
46.	أن يمثل الجمعية
47.	الإفلاج على
48.	تفصيل الجمعية
49.	تأجير وقائع الجمعية
50.	توفير جميع ما يلزم

In 1993, this project was institutionalized to become a developmental organization registered as non-government non-profit organization in Jerusalem under the name "Arab Center for Agricultural Development" as a center specialized in financing small enterprises. The Center identified its general objectives in developing the agricultural sector and helping small farmers through financing, marketing and technical support.

In 2000, ACAD prepared the first triple strategic plans, which was based on the comprehensive development concept in the agricultural sector through two complementary themes:

- * Financing the income generating small agricultural enterprises in most of the agricultural areas in Palestine.
- * Providing technical services and building the farmers' capacities and the marginalized rural areas.

ACAD accumulated a long experience in providing finance services and in developmental projects in a manner that it has become an important part of the small and microfinance sector and the non-governmental development sector in Palestine.

Since the launch of the finance project in 1988 until the end of 2013, ACAD has financed 14,773 projects with an amount of US\$ 34 million, in addition to financing 30 cooperative societies with an amount of US\$ 500,000.

At the level of developmental activity, during the period 2000 to 2019, ACAD has financed more than 100 developmental projects in the field of capacity building, economic empowerment for women, youth and persons with disability, food security, water, land reclamation, infrastructure, capacity building of community based organizations and in the field of lobbying and advocacy in an amount that exceeds US\$ 16 million.

ACAD also played an outstanding role in developing the non-government developmental work in Palestine as it was one of the initiators for establishing the Palestinian Non-Governmental Organizations Network in 1994 and participated in finalizing the Palestinian Non-Governmental Organizations Law, which was issued in 2000.

ACAD has built broad partnerships at the local level, especially with the Ministry of Agriculture, Ministry of National Economy, the Palestinian Monetary Authority, Cooperative Work Agency and the Palestinian civil organizations. It also effectively participated in formulating the Palestinian national strategies.

At the international level, ACAD has broad partnerships with most international parties working in Palestine such as the European Union, the main donor, UNDP, the Islamic Bank for Development based in Jeddah, the American Ministry of agriculture, the Norwegian People's Aid, the French Development Agency, Italian Agency for Development Cooperation and many other non-governmental organizations.

After the issuance of the Specialized Lending Institutions Regulation in 2003, that confines the non-banking lending and financing activities in specialized institutions licensed by the Ministry of National Economy and the Palestinian Monetary Authority, ACAD embarked on negotiations with international partners and investors. These negotiations led to the establishment of ACAD Finance with a capital of US\$ 5.35 in which ACAD owns 56% of its shares while the remaining shares are owned by the European Investment Bank, Grameen Microfinance Institution in France, The French SIDI, and the Dutch Triple Jump. In 2014, ACAD Finance has limited its activities to social small and micro finance targeting marginalized rural areas, poor farmers and productive women.

On the other hand, ACAD the center, the mother non-profit organization, will continue developing and expanding its developmental non-financial services and reaching the most marginalized communities in the West Bank, Gaza and Jerusalem.

Although ACAD and ACAD Finance are two financially and administratively independent institutions as well as at the level of governance and legal framework, they are integrated within the concept of comprehensive integration that target marginalized and poor communities and support their steadfastness through contributing to the success of their small agricultural enterprises or others.

Palestinian agricultural sector:

Due to the historical ignorance and lack of resources for development, agricultural sector in Palestine, in both the West Bank and Gaza Strip, face continuous recession accompanied with different problems and challenges that obstructed its development and decreased its contribution in national economy.

Historically, agriculture is considered a main element of the environmental, economic and social texture in Palestine. In addition to the its traditional importance, agriculture has a special importance, since it is an essential element of the Palestinian national identity with all what it includes of economic, heritage and human aspects, also it is a symbol of steadiness and belonging to the threatened land of confiscating and settling by others. Also it forms a substance and a source of food, income in crises and extra labor times. In spite of the decrease of the number of workers in agricultural sector, 60% of Palestinian families benefit, in some way, from agricultural sector in managing their household and food.

Main challenges that agricultural sector and rural community suffer from:

1. The target of Israeli occupation of areas "c" through annexing, expanding and transferring an important part of the Palestinian Israeli conflict to the area C, which is considered the main agricultural production area and the store of national development, due to what it contains of lands and natural resources such as minerals and water, which makes it an area of labor forces hiring and Palestinian capital.

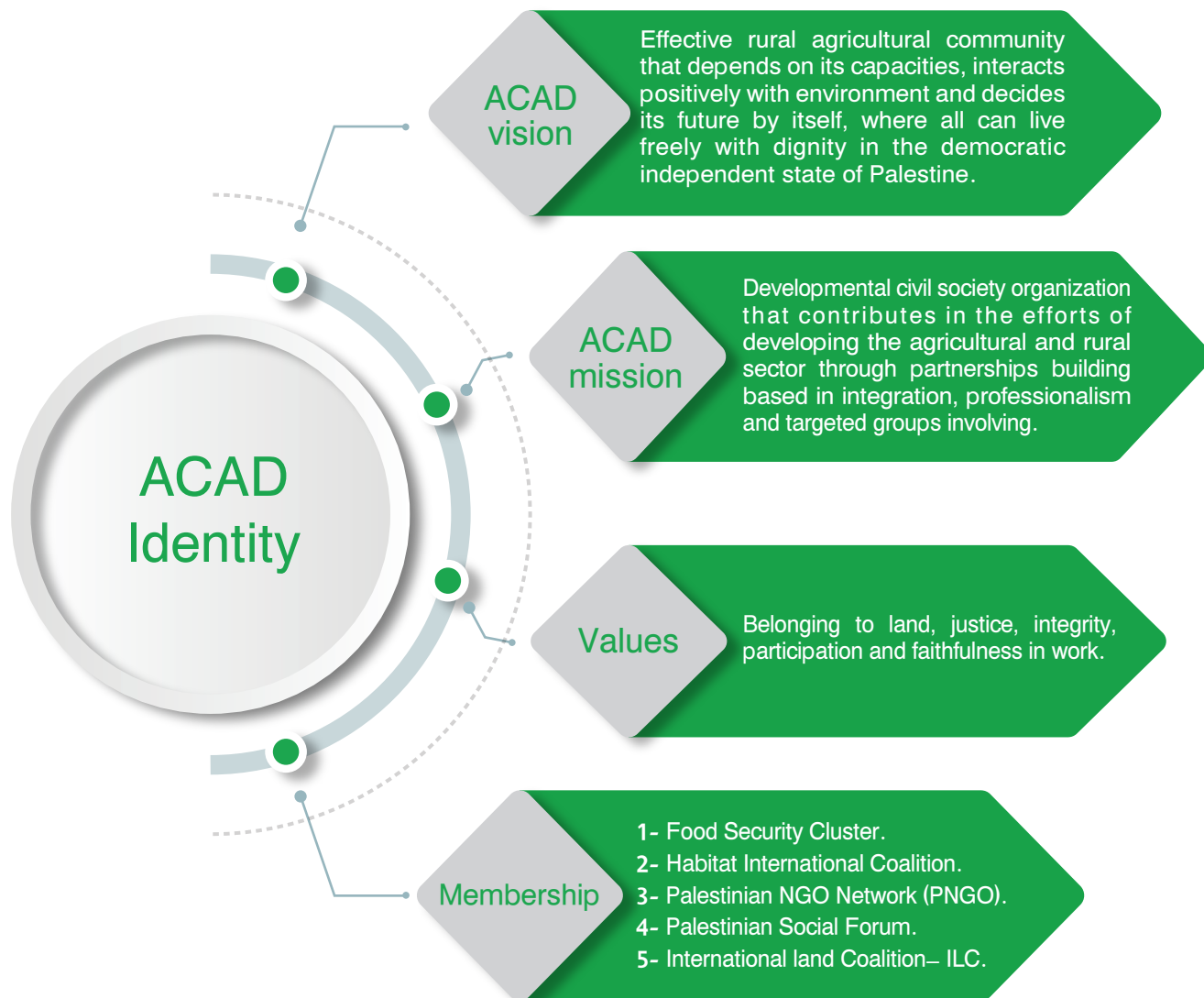
2. Limited capacities of farmers and weak farmers' associations and cooperatives, which make them face difficulties individually, which negatively impacts the agricultural revenues and so the development of agricultural and rural sector.
3. Obstacles to access agricultural production resources and inputs, most of natural resources are subject to Israeli control, in addition to that the basic agricultural inputs (fertilizers, pesticides, fodders and seeds) come from abroad through Israel and from Israel. Also, the weak agricultural infrastructure for irrigation, transportation, storage, marketing, exporting...etc.
4. Market dependency and weak production, marketing and reproduction processes due to the absence or weak application of Palestinian laws and legislations. (such as organization of production and market, insurance and compensations, dealing with disasters, investment and capitalizing).



External environment strategic issues:

Based on the presented analyses, ACAD focuses on the following aspects as main strategic working directions for all its activities and work in the coming phase:

1. **Capacity building:** at marginalized groups (small farmers, women, youth and persons with disability) and farmers' cooperatives level. This includes contributing in building the technical, managerial, economic, legal capacities of targeted groups, also developing their situation and empower them to practice their agricultural and economic activities efficiently. Additionally, empowering them economically, politically and legally.
2. **Food security and infrastructure:** focusing on interventions that effect the agricultural production process within the framework of generating food security value chains.
3. **Cooperative work:** which includes activating farmers organizing and work in economic social units and cooperatives on gender bases, which includes improving and organizing their capacities collectively, which increases their capacities to produce, receiving services, impacting decision makers and dealing with market's mechanisms.





STRATEGIC PLAN



Strategic objectives and goals through the upcoming three years:

- **First strategic objective:** Empowering and building the capacities marginalized groups including small farmers, women, youth and persons with disability.
- **Second strategic objective:** Contributing in improving Palestinian food security and environment preserving, presenting emergency and relief funds and developing disaster and "C" areas.
- **Third strategic objective:** Building, developing and activating cooperatives in order to improve production and protect individual and collective rights.
- **Forth Strategic Objective:** ACAD's sustaining and developing its programs in order to serve agricultural and rural sector.

ACAD programs:

ACAD works in 4 main programs, which ACAD structure will depend on, in order to link between strategic objectives and working departments in the administrative structure.



Empowerment and capacity building program:

This program focuses on the following interventions:

- Building the technical, managerial and economic capacities of targeted groups of small farmers, women, youth and persons with disability.
- Providing extension, production and marketing services, in addition to projects' management for farmers, women, youth and persons with disability.
- Disseminating legal awareness for targeted groups, especially small farmers.
- Organizing and participating in lobbying and advocacy campaigns to support targeted groups issues.
- Providing and collecting needed information related to agricultural and rural sector.
- Disasters risk management.
- Supporting and enhancing organic agriculture in Palestine through providing extension services, increasing social awareness and opening organic products markets.
- Enhancing farmers steadfast in their lands, especially "C" areas in the West Bank.

Food security improvement and environment preservation program:

This program includes number of interventions that focusses on the following:

- Expanding opportunities to access agricultural lands and water (agricultural resources) in a better way.
- Facilitating dealing with all food security value chain's series.
- Developing mechanisms and models for urban, economic and safe agriculture.
- Developing livestock's sector (fish, ranching and poultry) in addition to providing good production inputs through collective purchasing programs addressing saving and credits programs in agricultural projects.
- Facilitating farmers' access to agricultural projects financing through ACAD Finance Company.
- Encouraging farmers to adopt integrated pest management programs, eliminating the use of agricultural chemicals and waste recycling.
- Contributing in improving marketing opportunities within fair trade concept in partnership with specialized bodies in Palestine.
- Building local, regional and international partnerships that aims at improving food security in Palestine, experience exchange and capacities investment for better services for targeted groups.

All interventions are based on Green Environment principle.

Cooperative and joint work program:

This program includes number of interventions related to disseminating, strengthening and supporting cooperatives movement, through the following:

- Disseminating of cooperative work principles amongst targeted groups (farmers, women, youth, persons with disability)
- Encouraging organizing targeted groups in social economic units (cooperatives).
- Providing institutional support to cooperatives through hubs.
- Supporting agricultural, rural and persons with disability cooperatives to institutionalize their work and developing their governance in order to assist them to achieve their cooperative and production goals.
- Activating the role of developmental incubators (hubs) through networking and training others.

Sustainability and performance improving program:

This program is specialized in the following:

- Working on ACAD sustainability through better investment of internal and external resources.
- Building the capacity of ACAD staff in order to be pioneers in developmental work
- Working on good governance practicing and adopting integrity values and effective accountability.




The plan includes:

- Detailed strategic frameworks
- ACAD structure







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