



**Arab Development Society**

**Strategic Plan 2023 - 2028**

**Capability and Activation Protection Strategy**

**Rehabilitation and Sustainability**

**July 2023**

## **Arab Development Society Speech**

The Arab Development Society institution has completed their strategy to set and establish a new phase for the institution's age and mobilize its strengths. Moreover, the most important directions and priorities have been crystallized to enhance the work, activation, and the development of the institution. This strategy covers all the challenges related to the nature of the institution's work, in addition to the activities required to overcome challenges connected with moving the institution from its current state to a more effective, stable, and sustainable state.

It is known that overcoming these challenges and obstacles is not an easy job; it requires a bunch of activities and interventions that carry within them significant fundamental change, which shape and constitute the true addition to the entire process of change. It is built on valuable and creative contributions from the members and employees of the institution, as well as governmental interventions that enhance transparency and governance as an institution with its economic and developmental value, and with a historical value and legacy that cannot be separated from its geopolitical importance.

This strategy will establish the achievement of the most important developmental and societal objectives in the main areas linked to the institution's goals, taking into account aligning those objectives with the institution's temporal changes. It prepares for the final development of its program. This strategy presents an overall list of interventions and activities proposed for implementation within the framework of this main plan and their financial and societal impact. These interventions classified within four strategic areas directly related to administrative development, principles of

governance, sustainable social and economic development, technical training, preservation of the Palestinian land, natural resources, historical heritage, and cultural heritage existing within the institution, the development of agricultural industries and eco-tourism, and partnerships that ensure the self-sustainability of the institution's productive projects and the continuity of its services and activities.

## Table Of Contents

NO.	Subject	PAGE
1	Study Summary	1
1.1	Vision of the Comprehensive Sustainable Development Strategy within the Association includes the following	6
1.2	Main hypotheses upon which the strategy is built	7
2	Historical Overview of the Institution	10
2.1	Organizational Structure of the Institution.	13
2.2	Description of the Lands of the Arab Construction Project Association	14
2.3	Status description of project activities	16
2.4	Problems and Challenges Facing the Institution	26
2.4.1	The Occupation, Its Policies, and Practices	26
2.4.2	Water Resource Limitations	27
2.4.3	Technical and Marketing Capabilities Limitation	30
2.4.4	Tradition, Conventions, and Heritage	30
2.5	Collaboration with Institutions	31
2.6	Friends and Supporters for the Arab Development Society:	33
3	Arab Development Society Strategy Plan 2023 – 2028	34
3.1	Vision, mission and values	34
3.2	Institution mission and message	34
3.3	Prevailing Values in Arab Development Society	35
3.4	Plan Strategy goals	35
3.4.1	The first strategic goal:“Arab development society boosts its ability to achieve their mission”	37
3.4.1.1	“The Arab development society managed effectively based on the practice for good governance practices.”	37
3.4.1.2	“The Arab development society crews are able to develop and work in high efficiency to protects, operate and control the institution properties”	38
3.4.1.3	“The Arab development society uses smart and modern mechanism technology to serve its goals”	39
3.4.1.4	The Arab development society plays a pivotal and influential role in the policies related with the Arab development society”	39
3.4.1.5	The Arab development society was able to reach greater access to the Palestinian community and is more able to communicate locally and internationally”	40
3.4.2	The second strategic goal:“Arab development society boosts its ability to achieve their mission”	40
3.4.2.1	“Arab development society boosts its ability to achieve their mission”41	41
3.4.3	The Third Strategic Goal:“Arab development society boosts its ability to achieve their mission”	41

3.4.3.1	“Rehabilitating the infrastructure of the Arab Development Society.”	41
3.4.3.2	“Enhancing investment in agricultural, environmental and recycling projects.”	42
3.4.3.3	“Create partnerships and encourage investing in the Arab Development Society”	42
3.4.3.4	“Increase the access to financing opportunities from the financiers and donors.”	43
3.4.3.5	“Enhancing financial returns from the services provided by the Arab Development Society”	43
3.4.3.6	“Reducing working cost.”	43
3.5	Vision for Change	44
3.5.1	Procedures and Guarantees Required for Implementing Change.	45
3.5.2	The summary of the change process that was adopted by the Arab Development Society to achieve their strategic goals	47
3.6	Our Strategy and Sustainable Development Goals	48
3.6.1	Sustainable Development Goal 1: End Poverty	49
3.6.2	Sustainable Development Goal 2: Ending Hunger	49
3.6.3	Sustainable Development Goal 5: Gender Equality	50
3.6.4	Sustainable Development Goal 13: Working under the changing of the climate	50
3.6.5	Sustainable Development Goal 17: Arrange Agreements and Partnerships to achieve the Goals	51
3.7	Follow-up and Evaluation	52

## **1. Study Summary**

This strategic plan has been prepared for the Arab Development Society for the period between 2023 till 2028. Through this plan, directions, and priorities for rehabilitating, activating, and developing the society have been articulated. The plan aims to ensure its sustainability and covers important issues related to society's activities, goals, challenges, and obstructions to work. That starts by focusing on its data and capabilities, diagnosing threats and barriers, and identifying existing opportunities resulting from changes over time and policy factors. The plan emphasizes the geopolitical significance of the institution's territories, extending over a strategically vital area, forming the basis for a promising future economy. It also highlights essential activities necessary to overcome challenges linked to transitioning the society from its current state to a more efficient and progressive status. All of this is done while ensuring official attention, willingness, valuable contributions, and creativity from the institution's members and staff.

This strategy is established to achieve a series of important developmental goals in fundamental areas, laying the groundwork for the upcoming five-year master plan of rehabilitation and preparation for the comprehensive sustainable development program of the institution. It draws on sectorial plans across ministries and institutions whose responsibilities intersect with the institution's work, considering local and international standards in transforming the project into a safe, sustainable scientific societal endeavor, aiming for economic independence. It culminates in presenting a comprehensive list of projects proposed for inclusion in the master plan under four strategic headings:

1. Inventorying assets, capacity building, and enhancing efficiency.
2. Sustainable social and economic development.
3. Vocational, technical, and professional training.
4. Preserving heritage, developing agricultural industries, and eco-tourism.

The management of the association considers this plan as a vital tool to empower it to steer the association beyond daily administrative operations and crisis management towards a different vision that achieves the desired change. This is achieved through realistic and carefully considered interventions based on the data that has been inventoried and collected about the association's

capabilities, available resources, and its evolving relationships with progress and development.

Therefore, having a clear future vision through this strategic plan creates motivation within the institution and its workforce to concentrate energies, resources, and time to achieve the goals. The senior management acknowledges the value and significance of this for them.

Based on the above, the planning team has been dedicated to analyzing the current situation scientifically, with clear procedures. Subsequently, they identified the available potentials to guide the institution in optimizing these resources to achieve its goals through specific interventions involving various administrative levels. In pursuit of this, a set of procedures has been adopted, summarized as follows:

1. Diagnosing the current situation and identifying priorities, opportunities, and obstacles to rehabilitation and developmental processes, then determining the available potentials and optimizing their utilization optimally.
2. Developing a comprehensive developmental vision to enhance the current situation within a clear and defined timeframe.
3. Formulating appropriate strategies to achieve the institution's vision and mission that have been adopted.
4. Identifying rehabilitation projects and priority developmental programs linked to the institution's principles and objectives.
5. Creating an integrated implementation plan within a reasonable timeframe and realistic financial estimates.
6. Establishing a clear methodology and tools for monitoring and evaluating performance in the plan execution.
7. Developing measurement indicators and expected success criteria during the plan's implementation period.

The importance of using the mentioned methodology stems from its reliance on principles of good governance and sound management. These principles include:

- **Participation:** Emphasizing the involvement of governmental institutions, the private sector, supporting entities, and other relevant stakeholders in identifying developmental issues, priorities, and decision-making processes. This involves various institutions such as agricultural research institutes, agricultural advisory and technological development institutions, the Palestinian Central Bureau of Statistics, Ministry of Agriculture, fishery resource management institutions, water resource management institutions, investment and finance organizations, private sector entities, marketing and commercial facilitation service institutions, policy formulation and implementation entities, agricultural policy formulation and analysis institutions, institutions involved in agricultural education policy, institutions concerned with women's affairs and poverty reduction, support institutions for small and medium projects, environmental institutions, specialized regional and international technical organizations, developmental regional and international institutions.
- **Plan coherence:** Aligning the comprehensive developmental vision with the international development agenda of 2030, as highlighted in a 2015 brief report by the Overseas Development Institute (ODI). This report classified seventeen goals into three groups based on their achievement possibilities by 2030, requiring reforms, revolutionary performance changes, or completely altering performance directions. These goals encompass poverty alleviation, economic growth, biodiversity, health, education, hunger eradication, international partnerships, peace, water, energy, social equality, civilization, administration, climate change, and oceans.
- **Transparency and Accountability:** Disclosing association activities and engaging governmental institutions, the private sector, supporting entities, and other relevant stakeholders in planning and executing developmental activities. This transparency significantly enhances cooperation and fosters continuous monitoring, evaluation of achievements, and goal attainment.
- **Integration:** Addressing social, economic, environmental, infrastructural, and administrative issues, integrating them with plans

of various institutional levels (local, national, regional) that intersect with the institution's goals and activities.

- **Strategic dimension:** Focusing on priority issues while considering available resources, opportunities, and potential obstacles.
- **Continuity and Sustainability:** Conducting economic feasibility studies, improving financial management training, deeply analyzing financial safety and sustainability, considering participation in long-term projects to build capacity within the association and community institutions.
- **Circular Economy or Green Economy:** As a sustainable development pathway, its essence lies on enhancing the role of economic growth in achieving sustainable development and poverty eradication. This is achieved through reducing waste, continuous resource use, preserving and expanding the natural resource based via reuse, sharing, repair, refurbishment, remanufacturing, and recycling, creating a closed-loop system, minimizing resource inputs, reducing waste emissions, pollution, and carbon emissions, essentially decoupling growth from resource consumption.
- **Strategy and Rural Women:** Recognizing rural women as effective productive forces. Apart from their familial roles, they play a vital part as producers, accomplishing diverse fieldwork despite its difficulties. The institution believes there's significant loss if the opportunity to benefit from the integrated relationship between men and women in the workplace is missed.

The planning team recommends that the institution's board of directors and executive management coordinate with relevant stakeholders and decision-makers, including employees and the general assembly, in selecting the final

list of projects to be included in the action plan. The joint projects must be prepared in a format suitable for funding. They propose that, in collaboration with implementation partners, the board and executive management articulate certain activities and projects to be identified within the framework of implementation plans, preparing them in a manner conducive to attracting support and financing from Arab, regional, or international developmental and financial institutions. For this purpose, a workshop will be organized in collaboration with implementation partners. Once the final list is selected, final touches will be made to the master plan alongside all related plans, including the main strategic budget, resource mobilization plan, partnership and cooperation plan, and communication strategy.

For monitoring and evaluation purposes, the planning team suggests that the executive management of the association collaborates in producing a quarterly monitoring and evaluation report with the board of directors, encompassing achievements at all levels following an accredited scientific methodology.

The proposed action plan serves as a framework to accomplish the institution's strategy and sustainability. Its objective is to serve a common Palestinian vision in implementing the strategy to overcome challenges and difficulties faced by the association and to create opportunities to overcome these challenges, enabling the attainment of comprehensive sustainable development, for which the Arab Construction Project serves as a model. Activities outlined in the implementation plan will be periodically evaluated, and the evaluation outcomes will be used to annually update the plan to ensure the implementation of the new strategic vision, based on a comprehensive medium-term methodology, to achieve sustainable development in the coming five years. This methodology is based on the following:

1. Adoption of an integrated perspective in the strategy of production and consumption of Palestinian agricultural resources by the Arab Development Society.
2. Establishing shared agricultural policies with stakeholders across various sectors.
3. Enhancing the capacity to provide safe food for the Palestinian community.
4. Achieving sustainability of Palestinian agricultural resources.
5. Attaining sustainable development in Palestinian rural communities and creating a rural model that suits and aligns with the Palestinian habitat.
6. Promoting diversity and focusing on modern agricultural technology, training, and ensuring alignment with the national training strategy and graduates' preparation for the job market within the Arab Development Society.
7. Pursuing initiatives that serve the concept of a green economy or circular economy, recognized as one of the paths to sustainable development.

**1.1. Vision of the Comprehensive Sustainable Development Strategy within the Association includes the following:**

- High industrial and agricultural productivity.
- Focus on a green and circular economy.
- Internationally accredited national and global quality systems.
- Growing capacity to confront risks.
- Efficiency in irrigation water usage.
- High-level cooperation with both the public and private sectors.
- Self-reliance for sustainability achievement.

- Equitable distribution of development returns.
- High land usage efficiency.
- Competitive marketing connects production with demand in domestic markets.
- High integration with other economic sectors.
- Resource and asset management for maximum returns.
- High utilization of technology.

## **1.2. Main hypotheses upon which the strategy is built:**

**The Sustainable Development Strategy has been prepared based on the following main hypotheses:**

- Availability of the will for the development and lifting of the project.
- Availability of partnerships and investments with the private sector.
- Political and governmental willingness for the association's development.
- Coordination availability with governmental institutions and the private sector.
- Financing availability for the projects required in the strategy document.
- Shortage in irrigation water and increased usage of treated water.
- Government institutions' capacity to contribute to supporting the projects and their associated actions in the strategy.
- Full commitment to implementing the land usage system.
- Sure, here's the translation:

### **1.3. Summary of the main and sub-development programs for strategy implementation:**

Within the context of the future vision and to achieve the proposed goals of the strategy, it includes seven main programs covering numerous developmental areas, with each area having a corresponding sub-program. They can be summarized as follows:

#### **1. Main Program for Developing Biological and Agricultural Technologies:**

- Sub-program for developing water resource technologies.
- Sub-program for developing concentrated feed and animal strains technologies.
- Sub-program for developing aquaculture technologies.
- Sub-program for developing agricultural waste utilization technologies.

#### **2. Main Program for Encouraging Agricultural and Agro-Industrial Investments in Suitable Environments:**

- Sub-program to identify and promote agricultural and industrial investment opportunities.

#### **3. Main Program for Enhancing the Competitive Capacity of Palestinian Manufacturing and Agriculture Products:**

- Sub-program to contribute to the development of specifications and standards for manufacturing and agricultural products.
- Sub-program to enhance marketing capacities, especially for small farmers, producers, and women's associations.

#### **4. Main Program for Structuring Agricultural Policies and Legislation:**

- Sub-program to contribute to coordinating agricultural research and technology transfer policies.
- Sub-program to contribute to coordinating policies for utilizing shared resources.

- Sub-program to contribute to coordinating policies supporting agricultural production and manufacturing.

**5. Main Program for Human and Institutional Capacity Building:**

- Sub-program for skill development in management, finance, institutional construction, project promotion, policy analysis, negotiation, and arbitration.
- Sub-program for developing education and vocational training.
- Sub-program to strengthen specialized agricultural advisory capacities.

**6. Main Program to Contribute to Rural Prosperity:**

- Sub-program to alleviate poverty rates in Palestinian rural areas.
- Sub-program to enhance the role of rural women in development.
- Sub-program to increase employment opportunities in the association and in Palestinian rural areas.
- Sub-program to minimize risks in agriculture.

**7. Main Program for Developing Agricultural Environmental Resource Management Systems:**

- Sub-program to preserve genetic resources and assets.
- Sub-program for integrated management of water resources.
- Sub-program for managing other resources like land and clean energy.
- Sub-program for managing threats and natural disasters.

Under each sub-program, there are various components, interventions, and developmental activities. These programs and their developmental components have been characterized by coordination, integration, and linkage with the vision and strategic goals, with a focus on developmental priorities and attention to areas where the association faces deficiencies.

## **2. Historical Overview of the Institution:**

The Arab Development Society was established in 1945 by a decision from the Arab League. It is a non-political charitable organization that aims to support a project proposed by the late Musa Al-Alami, the representative of Palestine elected at the time and its spokesperson in international forums. The institution was re-registered under Jordanian laws in 1952 and later, upon the arrival of the Palestinian Authority, its legal status was adapted according to the instructions of the licensing ministry.

Shortly after its establishment, the Arab Development Society embarked on an ambitious program to implement its declared goals. By 1948, it had acquired land totaling 500 dunams in Wadi Al-Fara' (Jiftlik) in the Nablus district, and 7584 dunams in the city of Jericho. It began preparing them to be model farms providing research and agricultural guidance services. Simultaneously, the association surveyed around 350 Palestinian villages to identify their problems and developmental needs. However, these promising efforts were disrupted by the division of Palestine in 1948. In response to the resulting situation and the exacerbation of the Arab refugee problem, the association redirected its focus to caring for children, orphans, and the needy among the displaced population. It aimed to provide shelter, food, clothing, education, and vocational training for them. Its objectives included:

1. Rehabilitating Arab villages and improving their health and cultural standards.
2. Enhancing the economic and social status of Arab farmers.
3. Improving agricultural and rural industries.
4. Encouraging various types of afforestation.
5. Establishing cooperative initiatives.
6. Creating agricultural and industrial training institutes for Arab orphans and the needy, free of charge.

With the support from various Arab and foreign entities, the association made remarkable progress. The project dug 27 wells, reclaimed about 4000 dunams of saline land, introduced numerous fruit trees, vegetables, and fodder, and imported a herd of Friesian cow. It established a modern dairy factory producing pasteurized milk and its derivatives like labneh, cheese, and more.

The project's quality production enabled it to access markets in neighboring countries, reaching Amman, Damascus, Beirut, and the Gulf states. The project assisted Arab villages in soil conservation projects, extending rural roads, providing drinking water, and acquiring agricultural machinery. It also encouraged cooperatives and craft industries. Moreover, its educational activities expanded, with the number of trainees at its training center reaching 160 concurrently.

The Arab Israeli war in 1967 proved disastrous for the project in Jericho. Its lands were in the front line for two years, serving as sites for Israeli artillery and thus becoming battlegrounds. Consequently, it suffered immense losses: half of its cattle, all its poultry, and most of its agricultural machinery were lost. A significant portion of its equipment and wells were either destroyed or looted. Its trained workforce largely joined the ranks of refugees who fled to Jordan. The institute's trainees faced a similar fate. In 1983, a few months before the passing of the project's founder, Musa Al-Alami, an agreement was reached between the Arab Development Society and the Norwegian Refugee Council and the Swedish Organization for Child Relief. They jointly managed the Jericho Project until 1987. These efforts marked the beginning of true reconstruction, providing an opportunity for the association to reassess and aid the project. Before the agreement concluded, a team of funders led by the Arab Fund for Economic and Social Development in Kuwait, in collaboration with the Islamic Development Bank in Jeddah, the European Economic Cooperation Fund in Brussels, and the OPEC Fund in Vienna, provided assistance that allowed the project to restore a significant portion of its infrastructure. Particularly, it reconstructed the dairy factory, drilled a new well, and built modern facilities for the agricultural training institute. With this support and the persistent efforts of the association, the project neared completion of its reconstruction phase, becoming capable of facing future challenges. However, the unstable political situation, chaos, absence of law, economic conditions, and restrictions imposed by the occupying authorities during the first and second uprisings created a weakened institution incapable of recovering fully. Its status remained fluctuating, and following the entry of the Palestinian National Authority, official attempts were made to intervene and revitalize the project for developmental action. However, these interventions did not yield significant results.

Nevertheless, by the end of 2021, the government intervened effectively, directing the administrative and general body to autonomously reorganize the situation without direct intervention. Self-reform initiatives that began in 2019

aimed to restore the project to its rightful place in employing labor and providing social services, emphasizing its educational activities and providing services to the community.

The Arab Development Society operates on a land area of 7584 dunams east of Jericho and 500 dunams in the Jordan Valley (Jiftlik). Over 4000 dunams were reclaimed and cultivated in the initial stages. However, this area shrunk following the Israeli occupation, which converted part of the land into military zones. The number of wells was decreased, with more than half needing maintenance or replacement due to a scarcity of groundwater and high salinity, the water unsuitable for most plants. Currently, only two low-production wells exist with poor water quality in terms of salinity, unsuitable for the majority of plants.

The institution operates under a founding document and advanced administrative and procedural systems. It is supervised by a Board of Trustees (General Assembly) comprising 51 well-qualified Palestinian figures to manage the association and continuously develop it for the better. The association's activities are overseen by an administrator (Board of Directors) consisting of nine members: the president, vice president, secretary, treasurer, and five other members. The board has several outlined responsibilities in the bylaws, and it is managed by an executive members consisting of a general manager and highly professional assistant managers. The association is governed by clear, precise, transparent, and good governance and standards. Its accounting data undergoes internal and external scrutiny by a qualified team with the necessary administrative expertise.

Currently, the association provides 55 permanent jobs in various departments, ensuring full labor rights as stipulated by Palestinian labor laws, along with over 1500 seasonal positions. It adheres to the code of conduct adopted by Palestinian national institutions and doesn't discriminate on religion, color, or gender. Competence is the primary criterion for employment. Moreover, a group of employees and their families reside in the association's accommodations, distinguishing it from other Palestinian institutions.

## **2.1 Organizational Structure of the Institution.**

- The association will operate to fulfill its duties and responsibilities according to an organizational structure built on four units in addition to a general manager, the general manager's office, an internal financial controller, an external auditor, and a legal advisor. These units include various departments according to work needs and development. The number of permanent positions in the organizational structure is 70, with two contractual positions. This number increases with the growth of sales representatives according to business development.
- The total number of employees until the date of strategy preparation is 54, including 9 females and 45 males. Their qualifications are distributed as follows: 4 Master's degrees, 22 Bachelor's degrees, 3 Diplomas, 6 Secondary school qualifications, and 19 other qualifications.
- Important challenges related to the organizational structure:
  1. Deterioration of current devices and equipment without regular maintenance or updates.
  2. Limited transportation for employees (cars).
  3. Insufficient specialized technical staff for certain positions in various departments. Continuous replacement of staff and recruitment and selection processes are the mechanisms to rely on.
  4. Some systems, instructions, and procedural guidelines are missing, incomplete, or insufficient to organize work or supervision. Employees need training on these aspects.
  5. The monitoring and continuous education system needs updating to align with the new organizational structure and define tools and methodologies for information collection.
  6. The current organizational structure was completed in 2020 and needs partial review starting from 2024.
  7. Shortage of workforce and competency for some positions remains a constant obstacle to work.

## 2.2 Description of the Lands of the Arab Construction Project Association

The association's land area, according to land surveys, is 8084 dunams. Approximately 75% of this area is located in zone (C). The number of renters is 31, distributed among 42 lease contracts.

<b>The division of the total area of The Arab Development Society based on the 2022 area</b>		<b>Entire area according to registration document</b>	<b>Area Difference</b>
<b>Total area in dunams</b>	8065.369	8084.198	-18.829
Rented area according to signed contracts	5815.998		
Actual area covered by those contracts	5876.998		
Area of lands and properties occupied	171.249		
Increase in the area compared to the contracted agreements	101.86		
Decrease in the area compared to the contracted agreements	-42.413		
Total area outside the project's disposal	6048.247		
Area below the bypass line	1964.465		
Area with the project below the bypass line	964.465		
Remaining area of the project after the actual rented area and the attacked areas	2017.122		
<b>The division of the remaining areas which is for the Arab Development Society</b>			
	Area in Dunams	Occupied areas	
The remaining land below the circumferential line (at the Karameh Bridge)	964.465	We must take it back	
Remaining land in area (A)	746.01		
Unusable lands over the roadside of circumferential, Amman and Maghtas St.	306.647		
<b>Total</b>	<b>2017.122</b>		

<b>The Arab Development Society's Land Classification in Jericho</b>			
<b>Classification</b>		<b>Land in Dunams</b>	
Area C within Municipal boundaries		453.042	
Area C outside Municipal Boundaries		5015	
Area A		2097.327	
<b>Total</b>		<b>7565.369</b>	
<b>The Arab Development Society's Land Classification and distribution in Jericho</b>			
<b>Classification</b>	<b>Calculated Land Area in Dunams</b>	<b>Rented Land in Dunams</b>	<b>Unrented Land in Dunams</b>
Area C within Municipal boundaries	453.042	441.376	11.666
Area C outside Municipal Boundaries	5015	3584.305	1430.695
Area A	2097.327	1351.317	746.01
<b>Total</b>	<b>7565.369</b>	<b>5376.998</b>	<b>2188.371</b>
<b>The Arab Development Society's Land Classification and distribution in Fara'a Valley/ Jiftlik</b>			
<b>Classification</b>		<b>Land in Dunams</b>	
Registered and Calculated Land		500	
Attacked Areas on the Project Land		24.38	
Attacked Areas by the Project onto others		12.702	

## 2.3 Status description of project activities.

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
<p><b>1. Water Sources</b></p>	<p><b>1. Wells:</b> On the un rented Project's land there are wells divided between those that are not active, rented and number rented. There is two well that works with low efficiency, eight wells completely not active; also, there are pumps on one of the wells and on the storage pond.</p> <p><b>2. Drinking Water:</b> An agricultural plastic pipeline with a high-water loss percentage. Water debts 10000 US Dollars, and the water also does not reach the cows and they are fed by saline water.</p>	<p><b>Agricultural Irrigation Water:</b></p> <ul style="list-style-type: none"> <li>• Replace the pump for one of the wells and fix the electrical system.</li> <li>• Replace the pump for the storage pond.</li> <li>• A 750 cubic meter tank.</li> <li>• A 500 cubic meter tank.</li> <li>• Electromagnetic unit for salt dissolving.</li> <li>• Drip irrigation networks for 240 dunams.</li> </ul> <p><b>Drinking water:</b></p> <ul style="list-style-type: none"> <li>• Replace the main pipelines and the meters for the entire project.</li> <li>• Try to take a fix rate instead of high values.</li> <li>• Provide three water units for cows sheds.</li> <li>• Fix the water collector well (400 cubic meter)</li> <li>• Fix the water storage unit in the dairy factory.</li> </ul>	<ul style="list-style-type: none"> <li>• Digging new wells.</li> <li>• Restore closed wells.</li> <li>• Fix and renew the main waters pipes (main internal water network).</li> <li>• Provide water purification and desalination stations.</li> <li>• Create water collector pond to collect Wadi Al Qult water.</li> <li>• Create a large pond around 7.5 to 10 thousand cubic meter to provide water for the entire project.</li> <li>• Connect filters to the main water pumps.</li> <li>• Salt dissolving units for each well.</li> </ul>

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
<b>Electricity and Solar Network</b>	<p><b>Electricity Network:</b></p> <ul style="list-style-type: none"> <li>• The internal network is very old, exposed and extremely dangerous.</li> <li>• Stealing electricity from the project network.</li> <li>• Unregulated electricity.</li> </ul> <p><b>Solar energy:</b></p> <ul style="list-style-type: none"> <li>• 202 kilowatts of solar energy, including 168KW from movable panels.</li> <li>• Most of the converters do not work.</li> <li>• There is trouble in the connection process of the Solar panel</li> </ul>	<p><b>Electricity Network:</b></p> <ul style="list-style-type: none"> <li>• Create new panels to regulate electricity and separate cost center.</li> <li>• Replace the internal network and put lights in the sheds, the mill and the fish farm sections.</li> </ul> <p><b>Solar Energy:</b></p> <ul style="list-style-type: none"> <li>• The Palestinian Economic and Social Development Center gave the project 35KW/hour.</li> <li>• Change and replace the connection system the cause problems in the energy results, because the loss of energy is high to reach 237.5KW/hour.</li> <li>• Now it is 45% of the consumption compared to 28% in 2019.</li> <li>• There is an approval from the Electricity Company to increase it to be 450KW based the consumption value.</li> </ul>	<ul style="list-style-type: none"> <li>• Transfer the agricultural electricity near to the facilities to supply it (400 amperes).</li> <li>• Supply the factory only from the industrial power and disconnect any other powers.</li> <li>• Create a shared electrical room to supply the entire project with underground electricity.</li> <li>• Fix the internal network for every building such like the carpentry and iron workshops.</li> <li>• Provide more Solar panels (230KW), under the approval of the Electricity Company and it's not related to investments.</li> </ul>

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
<p><b>Cow Farm</b></p>	<p><b>The cows herd</b> is one of the second important and basic units in the Arab Development Society. In 2019, it was in a very bad situation with no scientific basis. The cows were drinking saline water in a percentage of 4000parts per million, which was a disaster situation. In 2019, 21% of the cows were dead and the rest suffered from various diseases as a result from bad nutrition.</p> <p><b>The sheds:</b> the existing sheds are very old and in bad situation, so it do not provide comfortable environment for breeding, except for one shed that it can contain only 140 cow. Though it's in a bad situation too and the sunlight can enter inside due to its high walls.</p>	<ul style="list-style-type: none"> <li>• The cows with a very bad health were excluded, leaving only 69cow in a bad situation but they were not sold because emptying the farm of the cows means that the project collapse. So, they put rehabilitation plan with Ministry of Agriculture (National Center for Agricultural research, with approval of the Minister of Agriculture) and the plan includes:</li> <li>• Change the management of the farm and a part of the staff replacing them with a veterinarian and an animal production agricultural engineer working freely and giving them all the help they need.</li> <li>• Replace the saline water to fresh water.</li> <li>• Providing a simple cooling system because of the hot weather in Jericho, through converting the shed to an agricultural nursery system with misting because of limited facilities.</li> <li>• Improving the calving shed by covering a large part of it and expanding it and making a wall to prevent water to get inside.</li> <li>• Improve the northern farm, including the walls and expanding it to be able to have 250 cows inside.</li> <li>• Improve the walls, grounds and partial drainage for dry and youth cows in the southern shed.</li> <li>• Preparing a place to receive newborns with a cooling system and adding humidifying cartons.</li> <li>• It is forbidden to sell young female cows.</li> <li>• Buying more cows to increase the number if there is any fund left over.</li> <li>• The entire electrical network and lighting system had been changed and replaced because of the loss of electricity and it causes a lot of danger on the cows and staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the selected livestock breeds.</li> <li>• Build sheds.</li> <li>• Create a Biogas Production Unit to maximize farm returns and reduce costs.</li> <li>• Create a Water treatment unit for both factory and the farms.</li> <li>• Increase the number of cows and expanding one of the sheds to contain 250 calves cow. This includes the implementation of the third phase in the northern shed (covering the expansion)</li> <li>• Ensuring the farm considering both loss and profit.</li> <li>• Modern cooling system to cope with summer.</li> </ul>

	<ul style="list-style-type: none"> <li>• Create a 200 Square-meter as a treatment shed.</li> <li>• Purchase a feed mixer.</li> <li>• Create three Silage units with a capacity of 540 tons.</li> <li>• Productivity increased from 1.2 tons with low quality and fat to 2.6%, and the production average 13.8% to 5 tons of milk with a fat content is 3.39%, and the production rate has reached 34.2 liters per cow. A bunch of cow has been selected to represent the future farm after the improvements.</li> </ul>	
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<b>Projects</b>	<b>Project Description by the End of 2019</b>	<b>Completed Interventions until August 2022</b>	<b>Improvement Suggestions</b>
<b>Diary Factory</b>	<ul style="list-style-type: none"> <li>• The building is collapsed and in a bad situation from the inside, and the existing machines do not work (condensed milk and liquid milk machine) those machines did never worked.</li> <li>• The current factory is producing pasteurized milk, cheese, yogurt and labneh, and they transport those products to the West Bank Markets through refrigerated vehicles by old agreements, which is unfair to the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Fixing some of the trucks and vehicles.</li> <li>• Stop stealing electricity from the factory.</li> <li>• Regulate the factory electricity by disconnecting the electricity service from the renters.</li> <li>• Buy three new and modern trucks 2022.</li> <li>• Producing new items.</li> <li>• Buy new Homogenizer.</li> <li>• Arrange and reorganize new agreements.</li> <li>• Terminate the services of unqualified employees.</li> <li>• Making change from losing 470 thousand Shekels in 2019 to a profit of 400 thousand Shekels in 2021.</li> <li>• Increase distribution process and end the unfair agreement and contracts.</li> <li>• Inter new productions.</li> </ul>	

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
<p><b>Field Crops: Fodder</b></p>	<ul style="list-style-type: none"> <li>• The project plants about 120 dunams of green clover irrigated by salt water and sprinklers.</li> <li>• The project plant 100 dunams of fodder wheat.</li> </ul>	<ul style="list-style-type: none"> <li>• Install drip irrigation networks on 180 dunams.</li> <li>• Replace planting clover with Bonicam fodder, corn fodder and wheat fodder.</li> <li>• Rehabilitate the soil through agricultural operations to break down the salinity layer which is formed under the surface of the soil and increase the organic stuff in it.</li> <li>• Add nutrient complex elements to the soil in order to improve the physical properties.</li> <li>• Stop the services from unqualified workers and employees.</li> <li>• Plant fodder corn.</li> <li>• Bring new modern machines to the field.</li> </ul>	<ul style="list-style-type: none"> <li>• Inter new modern items and crops.</li> <li>• Employing new qualified workers.</li> <li>• Inter new modern machines.</li> <li>• Change and replace the main Water Network.</li> <li>• Drip irrigation Networks.</li> <li>• Bring a machine to spread the Arab Manure and fertilizers.</li> <li>• Plant corn.</li> </ul>

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
Palm Farms	<ul style="list-style-type: none"> <li>• It is a different farm than the one was rented to plant Palms, and it was neglected (guaranteed) by the renter.</li> <li>• It does not receive water and almost dry as a result of not changing the old irrigation system which do not deliver the water properly to the palms.</li> <li>• It did not reach the minimum level to the proper agricultural care.</li> </ul>	<ul style="list-style-type: none"> <li>• After 2020 season had ended, the farm was reclaimed and a new rehabilitation plan began by changing the irrigation network.</li> <li>• Specification a half groundwater well for the irrigation, built a 500cubic meter tank through the Ministry of Agriculture.</li> <li>• Practice proper agricultural procedures, and install sensors to detect palm beetle early that threatens the area. This is the third farm that those sensors was installed in Jordan Valley, the installation covered only the half of the farm and the rest will be completed later, and also it is supported by the Ministry of Agriculture. The production was increased from 18 tons in the last year with the renter till 32 tons, and we expect it to reach 80 tons in the coming year.</li> <li>• Rehabilitate the electricity network for the 80 tons Dates refrigerator.</li> <li>• Fill all the area throughout the farm.</li> </ul>	<ul style="list-style-type: none"> <li>• Create a new modern irrigation and fertilization system.</li> <li>• Farm insurance.</li> </ul>

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
<b>Fish Project</b>	<ul style="list-style-type: none"> <li>• The Hatchery need to fix the electricity units and the oxygen pumpers.</li> <li>• The existing plastic houses need to be fixed.</li> <li>• 6 earthy ponds out of total ten.</li> <li>• The Fish Mother Generation number eight means gene-aging.</li> </ul>	<ul style="list-style-type: none"> <li>• The electricity units were rehabilitated and provided high quality electricity pumpers for oxygen, and some of the switchers were replaced.</li> <li>• A financial fund were taken from the Japanese and the Palestinian Center for Genetic update by providing 17000 fingerlings to select mothers, because Israel forbids selling the mothers to the Palestinians.</li> </ul>	<ul style="list-style-type: none"> <li>• Inter new varieties and genes.</li> <li>• Create a new fish farm with a complete closed system.</li> <li>• Increasing the number of ponds.</li> <li>• Complete the construction of the unit for manufacturing fish feed.</li> </ul>

<b>Projects</b>	<b>Project Description by the End of 2019</b>	<b>Completed Interventions until August 2022</b>	<b>Improvement Suggestions</b>
<b>New Dairy Factory</b>	<ul style="list-style-type: none"> <li>• The excavation was completed which is a part of the first phase.</li> <li>• The grant from the Arab Fund was stopped because of some disagreements, therefore, the tender of the second phase was suspended and also the work with the contractor has stopped.</li> </ul>	<ul style="list-style-type: none"> <li>• The engineering plans have been completed and submitted to the Municipality.</li> <li>• Four phases out of thirteen have been completed in the project.</li> </ul>	<ul style="list-style-type: none"> <li>• Finish all the process stages of the construction.</li> <li>• Create modern lines with international specifications, and that requires finding financial resources for buying production lines and modern machines.</li> <li>• Create quality systems for dairy products according to modern international standards.</li> <li>• Training the factory employees.</li> </ul>

<b>Projects</b>	<b>Project Description by the End of 2019</b>	<b>Completed Interventions until August 2022</b>	<b>Improvement Suggestions</b>
<b>Agricultural mechanization</b>	<ul style="list-style-type: none"> <li>• Some of the agricultural tractors are not working. Also the field machinery is very old since 1984.</li> <li>• The excavator needs to be replaced.</li> </ul>	<ul style="list-style-type: none"> <li>• Fix the three tractors and the excavator, also changing the engine for them.</li> <li>• Regular maintenance for the hay baler.</li> <li>• Buy a grinder and baler by self-financing, fixing the tractor from the Ministry of Agriculture, also buy a machine to cut the corn and a tractor by the UNDP.</li> <li>• Buy two machines, one of them for weed harvest, and the other for making silage. And fix the forage cutting machine.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide new modern machines.</li> </ul>

<b>Projects</b>	<b>Project Description by the End of 2019</b>	<b>Completed Interventions until August 2022</b>	<b>Improvement Suggestions</b>
<b>The old structures and buildings</b>	<ul style="list-style-type: none"> <li>• Working area above 850 dunams without protective walls.</li> <li>• Houses ready to collapse and fall and building waste.</li> </ul>	<ul style="list-style-type: none"> <li>• A wall with length 1220 meter out of total 5000 meters has been built, and it has be completed to close and to protect the project.</li> <li>• Three stages of cleaning the collapsed building were done, and there are four more stages to be finished. As for the cost amount of the cleaning is one and half million Shekels. And this is necessary to open the way to continue the procedures of change and modernization.</li> </ul>	<ul style="list-style-type: none"> <li>• Complete the wall building.</li> <li>• Restore some of the old buildings.</li> <li>• Continue cleaning the collapsed and old buildings.</li> </ul>

<b>Projects</b>	<b>Project Description by the End of 2019</b>	<b>Completed Interventions until August 2022</b>	<b>Improvement Suggestions</b>
<b>Bee Project</b>	A modern project under development in the Arab Development Society.	It needs to increase investments and development especially because of the large carpentry workshop.	<ul style="list-style-type: none"> <li>• Increase the number of beehives.</li> <li>• Establish beehives that can resist high temperature.</li> </ul>

Projects	Project Description by the End of 2019	Completed Interventions until August 2022	Improvement Suggestions
<p><b>The Arab Development Society Academy</b></p>	<p>Completely stopped and not qualified.</p>	<p>The idea of the Academy is based on forming a board of trustees from the Universities and experienced professionals to provide technical and vocational education and also to transfer technology in one year in those fields: agriculture, nutrition, veterinary and agricultural mechanization. This project contains different production activities and also intensive training for graduates to let them fit in the market having practical skills.</p> <p>What is completed in this project:</p> <ul style="list-style-type: none"> <li>• Two halls contains air-condition, sanitary drainage unit, kitchen and water facilities.</li> <li>• The other part contains hotel rooms, there was almost 20room of them rented for the Electricity Company and the Young Women’s Christian Association, after they return it back, and they need to be rehabilitated.</li> <li>• The third part is the training center building, which was built and didn’t work in it. It was rented to be an Agricultural Research Center, and after that it was rented to the electricity company with an agreement to handle it back to the project by the end of 2022.</li> <li>• The building for the carpentry and the iron workshop and their equipment’s need to be fixed to start to receive students.</li> <li>• Many agricultural courses were held in cooperation with Al-Quds and Birzeit Universities.</li> <li>• Arrange an agreement between the project and Al-Quds and Birzeit Universities.</li> <li>• Arrange an agreement with the Palestinian Ministry.</li> </ul>	<p>All the building that we mention requires rehabilitation.</p> <p>Arrange agreements with the Universities and concerned institutions.</p> <p>Forming a board of trustees for the Training Academy.</p>

## **2.4 Problems and Challenges Facing the Institution**

This section aims to identify the most significant challenges facing the institution, primarily based on an analysis the problems through consultations with various management levels via workshops and intensive meetings held during the preparation phase of the strategy. These challenges contain those related to the Israeli occupation, the constraints imposed by it, and the technical and organizational challenges confronting the association.

### **2.4.1 The Occupation, Its Policies, and Practices**

It's no secret that the occupation's racial policies regarding natural resources threaten agricultural development and contravene international charters. Despite the international condemnation of Israel's expansionist settlement policies, land confiscation, destruction of agricultural and water facilities, and the prevention of any developmental infrastructure projects in 60% of the West Bank and parts of Gaza, Israel continues, contrary to United Nations resolutions and the declared international stance, to persist and expand its continuous assaults on land, water, the sea, humans, the environment, trees, and animals.

The occupation policies contribute not only to the theft of natural resources and the imposition of restrictions on their management, weakening the competitiveness of products by hindering movement between provinces, imposing restrictions on the importation and manufacturing of production inputs, limiting exports, constraining marine fishing, restricting energy use, and environmental protection and biodiversity. In particular, concerning the Arab Development Society, the land under the bypass road (the circumvention street) covering approximately 1964.465 dunams represents nearly 25% of the project's lands. These areas are subjected to military racist practices, including the presence of a military site, a security fence, water lines owned by Mekorot (fresh and wastewater), communication lines, and roads within the security belt adjacent to the Jordan River.

This constitutes one of the forms and methods of settlement control in the Jordan Valley as a strategic area adjacent to the Jordan River. It is also considered part of the strategic reserve for the Palestinian national project regarding agricultural land reserves.

## **2.4.2 Water Resource Limitations**

### **Available Wells and the Share Part from the Water Users in the Association.**

1. The project's share within the Water Users Association: 150,000 cubic meters annually.
2. Wells in the project: 27, rented: 17, out of operation: 8, with two efficiently functioning wells.
3. Drinking water: Main pipelines have been replaced, but they are currently temporary polyethylene lines that need final completion.
4. Two tanks have been constructed to improve irrigation water management, sized at 500 cubic meters and 750 cubic meters.
5. Water quality: Despite the availability of water in some wells, its quality is consistently deteriorating. The salinity in some neighboring wells reaches up to 25,000 micro Siemens per centimeter.
6. Failure to utilize the opportunity for water harvesting from Wadi Al-Qalt.
7. Lack of monitoring and renewing old transmission lines due to financial resource constraints.

No.	Well ID	Name of well (Arabic)	LOC_Name	Governate	X	Y	Z	Well Depth	Water use	Status	GWB_Name
1	19-13/058	The Arab Development Society(ADS)	Jericho (Ariha)	Jericho	196950	139250			Agricultural	Working	Eastern
2	19-13/069	(ADS)	Jericho (Ariha)	Jericho	196950	139250	-315	132	Agricultural	Working	Eastern
3	19-13/075	(ADS)	Jericho (Ariha)	Jericho	194955	139533			Agricultural	abandoned	Eastern
4	19-14/064	(ADS)	Jericho (Ariha)	Jericho	197270	141214	-307.5	90	Agricultural	not working	Eastern
5	19-14/064A	(ADS)	Jericho (Ariha)	Jericho	197230	141140		100	Agricultural	abandoned	Eastern
6	19-14/065	(ADS)	Jericho (Ariha)	Jericho	197230	141140	-309	110	Agricultural	abandoned	Eastern
7	19-14/066	(ADS)	Jericho (Ariha)	Jericho	197310	140660	-309.8800049	33	Agricultural	working	Eastern
8	19-14/067	(ADS)	Jericho (Ariha)	Jericho	197010	140560	-308	73	Agricultural	abandoned	Eastern
9	19-14/067A	(ADS)	Jericho (Ariha)	Jericho	196992	140617			Agricultural	not working	Eastern
10	19-14/068	(ADS)	Jericho (Ariha)	Jericho	196760	140000	-305	300	Agricultural	abandoned	Eastern
11	19-14/068A	(ADS)	Jericho (Ariha)	Jericho	196760	140000		300	Agricultural	not working	Eastern
12	19-14/069	(ADS)	Jericho (Ariha)	Jericho	197731	139184			Agricultural	working	Eastern
13	19-14/070	(ADS)	Jericho (Ariha)	Jericho	196890	140670	-305	250	Agricultural	abandoned	Eastern
14	19-14/071	(ADS)	Jericho (Ariha)	Jericho	196870	140080	-306	94	Agricultural	abandoned	Eastern
15	19-14/071A	(ADS)	Jericho (Ariha)	Jericho	196870	140080	-306	94	Agricultural	working	Eastern
16	19-14/072	(ADS)	Jericho (Ariha)	Jericho	196970	141030	-304	96	Agricultural	abandoned	Eastern
17	19-14/073	(ADS)	Jericho (Ariha)	Jericho	197030	141050	-305	80	Agricultural	abandoned	Eastern

No.	Well ID	Name of well (Arabic)	LOC_Name	Governate	X	Y	Z	Well Depth	Water use	Status	GWB_Name
18	19-14/073A	The Arab Development Society (ADS)	Jericho (Ariha)	Jericho	197030	141050			Agricultural	working	Eastern
19	19-14/075	(ADS)	Jericho (Ariha)	Jericho	197870	141100	-317.25	77	Agricultural	abandoned	Eastern
20	19-14/076	(ADS)	Jericho (Ariha)	Jericho	197790	141470	-319	80	Agricultural	abandoned	Eastern
21	19-14/079	(ADS)	Jericho (Ariha)	Jericho	197070	141920	-309		Agricultural	abandoned	Eastern
22	19-14/080	(ADS)	Jericho (Ariha)	Jericho	197130	141870	-306.6	100	Agricultural	working	Eastern
23	19-14/081	(ADS)	Jericho (Ariha)	Jericho	197060	142310	-302.1	100	Agricultural	not working	Eastern
24	19-14/091	(ADS)	Jericho (Ariha)	Jericho	196930	140280	-305	137	Agricultural	abandoned	Eastern
25	19-14/091A	(ADS)	Jericho (Ariha)	Jericho	196930	140280		137	Agricultural	not working	Eastern

### **2.4.3 Technical and Marketing Capabilities Limitation**

1. Efficiency: Weak efficiency among staff in marketing the project's products.
2. Financial Capacities: Limited and insufficient financial resources for the institution.
3. Technical Capacities Weakness: Insufficient technical capabilities concerning mechanization and its development

### **2.4.4 Tradition, Conventions, and Heritage**

1. Among the issues that contributed to delaying the qualitative leap and modernization of the Arab Construction Project was the diversity of opinions within several previous administrations. Some insisted on maintaining tradition and the current situation, holding onto the past and its origins.
2. The association's foundational system doesn't align with the institution's magnitude and capabilities. It doesn't reflect the association's essence or describe its nature of work. It hasn't been updated to align with the association's temporal development. The reasons indicating the weakness of this system or the association's constitution are evident. The book value of the association is 723,000,000 Shekels, according to the latest estimation of assets as of December 2023. It is not a small marginal association relying on charity for the needy; it's an institution with substantial economic components and resources. However, it is restricted by the weakness of its internal system, its narrow horizon, and administrative routines that are incapable of developing or monitoring production units. Each of these units constitutes an economic

entity that demands swift decisions using mechanisms that are more flexible, resembling or aligning with those of the private sector.

3. The association suffered from administrative slackness, a lack of clear delineation of authorities and their scope, and weak monitoring and oversight mechanisms due to the absence of an organizational structure for an institution that has been in existence for over 78 years, and also the approved lack of financial and administrative procedural evidence that fully complies with the laws regulating the associations and their investments.

## **2.5 Collaboration with Institutions**

The construction project welcomes collaboration with credible entities that serve the purposes for which the Arab Development Society was created. The following criteria rule this collaboration:

1. **Alignment with Project Objectives:** Collaboration must align with the Arab Development Society's objectives as stipulated in its bylaws.
2. **Partners' Competence and Reputation:** Ensuring the efficiency and good reputation of the partnering entity to avoid future problems.
3. **No Disruption to Regular Project Activities:** The new activity should not hinder regular project operations or affect the employees and residents.
4. **Written Agreement:** Collaboration should be ruled by a clear, comprehensive written agreement consulted upon legally.
5. **No Additional Expenses:** The association should not incur any extra expenses resulting from facilitating the activities of others. Any additional income should be in line with the nature of the new activity.

Overall, the Arab Development Society still sees its primary mission as focused on serving rural communities and nurturing Arab youth. It provides opportunities for training and education. Its production operations serve to fund and provide a realistic field for training. It offers various means and facilities, including:

- Collaboration with the Ministry of Agriculture and Palestinian agricultural colleges by providing necessary field facilities for practical training.
- Encouraging milk production in rural areas by providing improved breeds to farmers from the project's herd as part of a cooperative program involving agricultural credit, milk collection, artificial insemination, and veterinary services.
- Utilizing some project facilities for social activities, lectures, workshops, and other cultural events.

## 2.6 Friends and Supporters for the Arab Development Society:

Through the past years the Arab Development Society had received lots of generous support from several institutions, such as:

No.	Members and Institutions	Country
1	The Arab Bank	( Jordan)
2	The Arab Fund for Economic and Social Development	(Kuwait)
3	Aramco	(Saudi Arabia )
4	The British World Refugee Fund	(U.K)
5	The EEC	(Brussels)
6	The Food and Agriculture Organization of the United Nations (FAO)	UN
7	The Ford Foundation	(U.S.A)
8	Friends of the Arab Development Society	(U.K)
9	The Islamic Development Bank	(Jedda)
10	Musa Alami Foundation	(U.S.A)
11	The Norwegian Refugee	(Norway )
12	The OPEC Fund	(Vienna)
13	The Oxford Committee for Famine Relief	(U.K)
14	The Overseas Development Agency	(U.K)
15	The Swedish Save the Children Fund Agency	(Sweden)
16	The Welfare Association	(Switzerland)
17	Al-Quds University	Palestine
18	Oxfam	(U.K)
19	ESDC	Palestine
20	Ministry of Agriculture	Palestine
21	(United Nations Development Programme)	UNDP

### **3. Arab Development Society Strategy Plan 2023 – 2028**

This plan was developed within three months of hard and continuous work, in direct cooperation with members of Board Directors Under their and Executive Management supervision. The employees and the crew who works in the institution gave a lot of effective activities regarding to develop the mission, vision and the strategy priority for the institution, through the workshops and necessary interviews. The Board Directors was informed about this developed strategy plan with the aim of reviewing and approving on it.

So this plan will be set off virtually from all different administrative level vision according to the patriotism policy agenda.

This vision can be summarized as follow:

#### **3.1 Vision, mission and values:**

Institution vision: Smart, safe, sustainable and scientific community project.

#### **3.2 Institution mission and message:**

This institution is seeking to serve the society in a modern and developed way in agricultural field, food processing and technical training. To continue working like this it has to invest through its available resources, by cooperating with different local and international companies who support their vision and responsibilities.

### **3.3 Prevailing Values in Arab Development Society:**

- Uniqueness: offering the work in a different way but fit the need of the market
- Creativity: Offering activities and innovative solutions>
- Justice and solidarity: Solidarity with cooperative and charitable institutions to be able to work together and to impose fair agricultural policy.
- Transparency: The institution will be committed to give finance and activities reports to the Board Directors and the supervisors regularly.
- Tracking: The institution will commit to track and evaluate.
- Overall quality: Commit to develop the activities, production and services according to the best standards.
- Partnership: Teamwork, Making decisions in coordinating with all relevant institutions.
- Communicate: Marketing and publish all the activities and programs between all members and the society.
- Institutional work: organize the work according to clear and specified rules.
- Professionally: The institution will seek to provide the employees with administrative and production skills in various sectors.
- Develop: Rising up the technical and administrative levels.

### **3.4 Plan Strategy goals:**

All the primary and secondary goals of the Arab Development Society are based according to which was specified previously by the manager's members, executive management and the department heads. In addition to the priorities for the workers related to the Agricultural Ministry and the Economy Ministry and also workers in the private and civil sector. Those whole priorities that belong to the institution were

analyzed to have three basic primary goals and eleven secondary goals, sixty five activities.

A detailed working plan was developed to communicate with the market requirements and to clarify the way and the procedure to achieve the listed strategic goals that we will talk about it in details according their importance under beneath later.

The institution needs some extra procedures to develop its functions and capabilities and the guarantee to achieve it is by reducing dependence on external financing and replacing it by self-financing and more sustainable. In addition to concentrate on raising the capability of the members and the crew of the institution throughout hard training, performance and to follow up with them, by that way the institution capability and professionalism will be increased. Also to review the powers of the Board Directors by working on it and fixing it in order to match the new strategic goals. Though we need to increase the internal resources for the institution to be able to offer high quality products and services through:

- Develop managing and monitoring system for agricultural production (plants and animals)
- Develop managing system for watering and irrigation.
- Develop the used technological systems to be able to provide the requested studies.

Below, there is an explanation of the most important results reached through the meetings between the whole crew of employees, such as:

- Develop the dairy industry and all the food industries.
- Develop the cow barn, improving breeds and the milking parlor.
- Develop irrigation system, restoring water and treated water.

- Develop agricultural system under nontraditional farming system.
- Develop feed production including using agricultural waste.
- Develop new method to produce fertilizers through using waste.
- The occurrence of natural resources in a safe way.
- Evaluate institution marketing and specify the main obstacles.

### **3.4.1. The first strategic goal:**

“Arab development society boosts its ability to achieve their mission” This goal mainly focuses on building the institution's capabilities to become more ready to provide services and to achieve wider participation. This strategic goal includes medium terms five results and 24 activities which are:

#### **3.4.1.1. “The Arab development society managed effectively based on the practice for good governance practices.”**

- **Required Activities:**

- 1- Preparing the administrative procedures and the follow-up evaluation forms
- 2- Financial guide and follow-up evaluation forms
- 3- Hiring internal auditor
- 4- Hiring external auditor
- 5- Hiring legal adviser
- 6- Review and evaluate the internal system and revise it for alignment with the administrative procedures

7- Revise and evaluate the main system of the institution and the alignment with the timing and the capabilities of the institution

8- Training the managers and the employees on all the systems that are worked on .

**3.4.1.2. “The Arab development society crews are able to develop and work in high efficiency to protects, operate and control the institution properties”**

• **Required Activities:**

1- Review the organization structure for the institution regularly (yearly)

2- Review the job description for all administrative titles and positions on the organizational structure

3- Prepare the salary scale and reviewing it regularly

4- Prepare work plans for individuals and groups forms forms various sections, departments and cost centers in the institution

5- Build a monthly and a yearly fair evaluation system for the employee’s performances

6- Prepare a development and a raising efficiency and capabilities plan for employees with the alignment of the job requirements

7- Attracting high professional capabilities to promote the institution capabilities and improve its productivity

**3.4.1.3. “The Arab development society uses smart and modern mechanism technology to serve its goals”**

**1. The required activities and interventions:**

- 1- Do a comprehensive study of the institution’s software needs
- 2- Replacing and/or adding computerized software packages to make it easy to manage institution’s work

**3.4.1.4 “The Arab development society plays a pivotal and influential role in the policies related with the Arab development society”**

**• Required Activities:**

- 1- Develop a position plan paper that includes a full agricultural vision to be presented to the concerned authorities to use smart agriculture as an approach in the institution to ensure the production process and the training service
- 2- Strengthening partnerships with the Ministry of Agriculture and local and international institutions working in the agricultural field and the active in smart agriculture programs to improve resource management and reduce costs
- 3- Training and qualification programs for crews on the uses of smart agriculture

**3.4.1.5. “The Arab development society was able to reach greater access to the Palestinian community and is more able to communicate locally and internationally”**

• **Required Activities:**

- 1- Improving and developing the institution’s official website and all its social media sites
- 2- Create a page for the institution via LinkedIn to enhance access to local and international partnerships
- 3- Creating a mailing list for continuous correspondence from the Arab development society project
- 4- Create partnerships with universities, the private and local sector in order to enhance extension, awareness and training activities on smart agriculture.

**3.4.2 The second strategic goal:**

**“Arab development society boosts its ability to achieve their mission”,**

The location of the Arab Development Society is considered one of the most important outlets toward serving and leading the Palestinian community to a better economic and social development. There is one medium term result including this strategic goal which is: “the Arab Development Society provides new services with high quality.” Plus five extra activities such as:

### **3.4.2.1: “Arab development society boosts its ability to achieve their mission”**

#### **▪ Required Activities:**

1. Advertising and announcing the services provided by the Arab Development Society.
2. Obtaining local and international accreditations for the services that is provided.
3. Training services for the graduates of agriculture, veterinary, food processing and farmers according to the Training Academy Vision.
4. Support education for the students who can't afford it.
5. Sport services, and Cultural and eco-tourism.

### **3.4.3: The Third Strategic Goal:**

#### **“Arab development society boosts its ability to achieve their mission”**

The financial sustainability ensures the survival of important services that is provided by the Arab Development Society; also ensure the application for the other strategic goals.

This goal includes six results, and thirty six activities:

#### **3.4.3.1. “Rehabilitating the infrastructure of the Arab Development Society.”**

##### **• Required Activities:**

1. Complete to clean the project from the old buildings.
2. Infrastructure such as water/ roads/ sewage/ and electricity networks.
3. Complete the development of the closure of the target land (800 acres)
4. Establish the Arab Development Society Academy.

5. Continue basketball and football stadium.
6. Establish Musa Scientific Agriculture Museum.
7. Build a new building for the project management.

### **3.4.3.2. “Enhancing investment in agricultural, environmental and recycling projects.”**

- **Required Activities:**

1. Complete working in the carpentry workshop.
2. Complete the work in the iron workshop.
3. Build new barracks, barns and modern milking parlor.
4. Increasing the number of cow to reach 500.
5. Establish Nutrition Center.
6. Continue to build the dairy factory in the Arab Development Society.
7. Develop the Bee project by increasing the number of Beehives.
8. Establishing a sheep farm (100).
9. Establish a goat farm (100).
10. Build four modern closed broiler poultry (one acre per barn)
11. Develop work mechanisms in the fields by providing machines for cutting corn, pressing bales, chopping palm leaves, drying dates waste, fertilizer machine and to get the benefit of solar energy.

### **3.4.3.3 “Create partnerships and encourage investing in the Arab Development Society”.**

- **Required Activities:**

1. Build a mall at the entrance of the Arab Development Society.
2. Digging and constructing a pond on an area of 60 acres.
3. Establishing an Agricultural tourism project (Rural Houses).
4. Establishing rural villas projects for VIP visitors.

5. Establishing a Solar Energy Project.
6. Establishing a company to help the project objectives.

#### **3.4.3.4 “Increase the access to financing opportunities from the financiers and donors.”**

- **Required Activities:**

1. Develop the strategic plan.
2. Prepare annual plans.
3. Apply for the integrity and transparency award.
4. Preparing plans to raise funds that will be applied for the donors, supporters and financing.
5. Create several support connections with local and international institutions.

#### **3.4.3.5 “Enhancing financial returns from the services provided by the Arab Development Society”**

- **Required Activities:**

1. Make a comparative study of the prices of similar products from other parties and to develop their own products.
2. Prepare a limited pricing list.
3. Making agreements with different companies to allocate a part of their donations for the project.

#### **3.4.3.6 “Reducing working cost.”**

- **Required activities:**

1. Make an expenses study and a plan to provide cost-saving alternatives.
2. Provide a new energy-efficient heating and cooling system.
3. Build a waste water treatment station to be reused for gardens.
4. Build a bio-digester.

### **3.5 Vision for Change**

The Arab Development Society believes that the Israeli occupation is a fundamental problem avoiding the Palestinian community from accessing its rights to agriculture and land utilization, especially in the areas (C). This impedes proper and sustainable development, consequently restricting the entire community's ability to enjoy their human rights under this occupation. Therefore, the Palestinian community suffers from the harsh reality enforced by the Israeli occupation and will continue to do so until achieving complete independence.

Additionally, the Association acknowledges other barriers and obstacles, including limited financial resources, societal unawareness of the project and its significance, inadequate information dissemination, , the necessity for their institution, declining external support sometimes tied to political agendas that diverge from the Association's goals.

Furthermore, the Arab Construction Project Association believes that by enhancing its capacities, it can better provide necessary services to empower economically and socially marginalized and vulnerable groups. The Association also believes that good governance is the foundation of institutional sustainability and is working towards reinforcing the organization of its administrative and operational activities in line with good governance practices. Much has been accomplished through authentic administrative decisions stemming from continuous oversight by the Board of Directors, which has taken it upon itself to advance the rectification of distortions in the Association's work and its development.

The Association recognizes that its human capital is the backbone of its services, and continuous capacity building and keeping abreast of innovations are crucial.

though, the Association aims to achieve advanced levels of using modern and smart technology to serve its objectives.

The Association realizes that the policies related to the project need enhancement; therefore, it will strive to play a pivotal and influential role in project-related policies through organized advocacy campaigns in collaboration with partners and stakeholders in this sector. The Association aims to strengthen and develop its local and international communication.

On the other hand, the Association is active and takes measures to enhance its financial sustainability, ensuring its continued service by increasing its access to donors, financiers, and contributors. This is done by augmenting the income derived from the services of the Arab Development Society alongside reducing its operational expenses.

### **3.5.1 Procedures and Guarantees Required for Implementing Change.**

**To achieve its own theory of change, the Arab Development Society aims to implement the following procedures to achieve its vision:**

- Focusing on creating partnerships, investment, and collaborative efforts.
- Concentrating on improving the capacities of the team, administrative and technical development of the association's staff, improving the legal status, and working on settlements for pending issues.
- Rehabilitating the infrastructure of the Arab Development Society.
- Removing and/or reducing barriers and obstacles within the community.

- Contributing to raising public awareness regarding to the issues related to the Arab Development Society from a Palestinian site, history, and heritage perspective.
- Influencing legislation and public policies in favor of the groups served by the Arab Development Society.

**3.5.2 The summary of the change process that was adopted by the Arab Development Society to achieve their strategic goals:**

Smart Agriculture with Environmental Dimension						Frame 2: Theory of Change										
Palestinian society																
Financial sustainability better for the project			Overall & high Quality Service			Enhanced capabilities for the project										
Reducing Operational Expenses	Increase the income from the services	Larger financial fund from the donors	Reach all Regions & Categories	Advanced & High Quality Services	Influence Policies	Enhance communication	Using Digital	Professional Team	Good Governance							
Eliminating and Reducing Barriers and Limited Financial Resources																
Producing energy	Energy Saving System	Provided Service in Economical way	Strong relationships with supporters	Submit Project Proposals	Fulfilling Partnership requirements with donors	Modern infrastructure & equipment' s	Studies & Researches	Adopt complex tasks methodology	Active Training Center with New Services	Increase Awareness	Complete Programs	Enhanced Cognitive & Skill Capabilities	Working through clear tasks & responsibilities	Clear activities, administrative & financial procedures	Leadership & Oversight role for board of directors	Fast daily management requirement

### 3.6 Our Strategy and Sustainable Development Goals



The Arab Development Society works towards achieving its vision of a smart, secure, sustainable scientific community. However, it recognizes that it is not the only entity working towards this dream at the Palestinian level. Additionally, the association is not the one and the only contributor to promoting sustainable development elements and justice values globally. To be more effective in achieving its vision, values, and objectives, its strategy for the next five years aligns with the Sustainable Development Goals 2030 set by the United Nations. Its strategy integrates with national efforts aimed at achieving these goals. The association's strategic goals will contribute to achieving the following Sustainable Development Goals at both the national and global levels."

### **3.6.1 Sustainable Development Goal 1: End Poverty.**

The Sustainable Development Goals represent a bold commitment to end poverty in all its forms and dimensions by 2030. This effort targets the most vulnerable groups, increases access to resources and essential services, and supports local communities affected by conflicts and climate-related disasters. This intersects with the second strategic goal of the Arab Development Society, where the services provided by the association have evolved and strengthened, resulting in increased productivity and higher quality products for farmers benefiting from Arab Development Society interventions. Additionally, the project enjoys better opportunities to access local and international markets within the legislative framework regulating its work. Furthermore, the Arab Development Society contributes to climate change adaptation and mitigation in the Palestinian agriculture sector.

### **3.6.2 Sustainable Development Goal 2: Ending Hunger**

This goal aligns with the second strategic goal of the Development Society, where the services have strengthened, resulting in providing qualitative and new services, enhancing opportunities and capacities for farmers and agricultural engineers to actively engage in agricultural value chains. Specifically, it includes a focused set of interventions aimed at increasing agricultural field productivity, along with disseminating knowledge about best agricultural practices through specialized professional training in agriculture-related fields.

### **3.6.3 Sustainable Development Goal 5: Gender Equality**

Achieving this goal requires ensuring equal rights to economic resources such as land and property for women and ensuring access to quality health and reproductive services for everyone. Despite more women holding public positions today than ever before, achieving more gender equality requires enhancing policies and legislation that encourage women's leadership roles. This intersects with the first strategic goal of the Arab Development Society to improve its performance towards achieving its vision and mission. Specifically, the project aligns with this goal by enhancing justice among male and female workers and farmers, contributing to social justice.

### **3.6.4 Sustainable Development Goal 13: Working under the changing of the climate**

This goal aims to take urgent action to combat climate change and its effects by regulating emissions and developments in renewable energy. This intersects with the third strategic goal of the project where productive; investment, financial capacities, and their sustainability have been enhanced. Its intermediate outcome involves enhancing investments in agricultural and environmental projects and recycling. The output includes implementing short-term climate change adaptation strategies scientifically and efficiently within project lands and applying long-term climate change adaptation strategies in the fields that belongs to the project.

### **3.6.5 Sustainable Development Goal 17: Arrange Agreements and Partnerships to achieve the Goals**

This goal seeks to form partnerships between the government, private sector, and civil society to achieve objectives. It requires successful partnerships built on common goals and visions. This aligns with the third strategic goal of the project, encouraging partnerships and investments in the Arab development Society, playing a central and influential role in project-related policies.

### **3.7 Follow-up and Evaluation**

The Arab Development Society has adopted an approach of planning, control, evaluation, and learning, laying its foundational stones to complete its construction and start achieving its goals. The general aim is to improve accountability and learning within the project by checking the required performance by senior management through reports on achieving the project's goals or the desired changes, overall costs of making the changes, and subsequently evaluating the efficiency and effectiveness of the work done within a framework of transparency and accountability.

During the first year of implementing the strategy, the Arab Development Society will work on completing the method of a planning, control, and evaluation system based on a results-based management. This will focus on monitoring performance measurement indicators at the first level of results (outputs) and the second level of medium-term results. The planning, control, and evaluation system in the project's programs and departments will include a matrix plan for verifying performance measurement indicators within the strategy, monitoring and evaluation tools to be used, and a reporting system and schedules.

An annual retreat will be organized yearly for staff and board members to review the strategic plan.