MA’AN Development Center
Strategic Plan (2016-2020)
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This strategic plan was developed through the technical support of Joan Jubran, an external consultant.
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Introduction

About MA’AN Development Center

MA’AN Development Center is an independent Palestinian non-profit organization, established in Jerusalem in January 1989. The main office is located in Ramallah in addition to five branch offices in Jerusalem, Gaza, Khan Younis, Tulkarem and Jenin. MA’AN’s governance structure consists of the General Assembly, which is composed of 61 members, in addition to the Board of Directors consisting of nine members.

Scope and purpose of the strategy

This strategy guides MA’AN in moving forward throughout 2016 and 2020, as it clearly depicts priority areas towards achieving our vision. This strategy forms the basis and road map for our work, promotes our areas of interests and priorities, as well as the mobilization of resources towards our strategic priorities. It will also inform our Palestinian and international partners what we seek to achieve in the future and why, in addition to our future areas of interests and work over the coming period.

MA’AN’s vision is that "Palestinians enjoy a decent life, are steadfast on their land, committed to their homeland, self-reliant, and leading their communities, based on respect for plurality, rule of law, social justice and human rights."

Our mission is “partnering and working hand in hand with Palestinian non-governmental organization, community based organizations, grassroots groups and popular committees, in the poorest and most marginalized areas, to promote community development that is guided by community participation, human rights based approach, investment of local resources and the empowerment of the poor and marginalized.”

Our leadership, management and employees are guided by values that inspire and steer our policies, decisions and operations with all of our beneficiaries, partners and the local community we work with. We are committed to the values of volunteerism, respect, accountability, integrity, transparency, participation, partnership, commitment towards national and development priorities and rights, and the courage to claim them, independence, professionalism and impartiality, justice and equality, appreciation, respect and human dignity, responding to emergency needs, credibility and protecting the environment. We will work to apply these values in all of our attitudes, actions and performance.

Development of the strategy

Our strategic review process was initiated in May 2015, through wide and extensive consultations within the organization in the West Bank and Gaza Strip. An initial
assessments of MA’AN’s current organizational status was launched, which included the revision of our governance, aspirations, strategies, programs, human and financial resources, as well as external relations. This process was based on literature review, meetings with the Board of Directors and staff, in addition to administering a questionnaire to international and Palestinian development institutions and partners. Furthermore, a questionnaire was distributed to 70 employees (23 in Gaza and 47 in the West Bank) to assess views and satisfaction of various organizational areas.

Based on the results of these meetings and analysis, a three day retreat was organized in the Gaza Strip from 30 May to 1 June 2015, and another in the West Bank from June 5 to 7, 2015 with the participation of representatives of the General Assembly, Board of Directors, MA’AN’s management and staff. An external consultant, Joan Jubran, prepared the strategic planning process and strategy document development.

Throughout these workshops, we collectively reflected, debated and discussed our vision, mission, values and key changes in the organization. Endorsed unanimously by our Board of Directors in a meeting conducted on 8 December 2015, this strategy for the years 2016-2020 elaborates on our strategic priorities through five key pillars (see Figure 1) as follows:

- **First strategic objective:** To improve livelihood outcomes for poor and vulnerable households.

- **Second strategic objectives:** Sustainability and protection of natural resources in rural areas to promote food sovereignty.

- **Third strategic objective:** To promote the engagement of adolescents and youth as vehicles driving social cohesion in their local communities.

- **Fourth strategic objective:** To advocate internationally and nationally for the rights of marginalized Palestinian groups and communities, in accordance with International Human Rights principles.

- **Fifth strategic objective:** To enhance MA’AN’s capacity to achieve its vision and objectives.
Figure 1: MA’AN’s vision, mission, strategic objectives and outcomes (2016-2020)

**Vision:** Palestinians enjoy a decent life, are steadfast on their land, committed to their homeland, self-reliant and leading their communities, based on the respect of plurality, rule of law, social justice and human rights.

**Mission:** “To partner and work hand in hand with Palestinian non-governmental organizations, community based organizations, grassroots groups and popular committees, in the poorest and most marginalized areas, to promote community development that is guided by community participation, human rights based approach, investment of local resources and the empowerment of the poor and marginalized.”

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**First strategic objective:**
To improve livelihood outcomes for poor and vulnerable households

1.1. The capacity of poor and vulnerable households to access infrastructure and social services suitable to their needs is enhanced.

1.2. Poor and vulnerable households, particularly youth and women, are economically empowered.

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**Second strategic objective:**
Sustainability and protection of natural resources in rural areas to promote food sovereignty.

2.1. Agricultural and livestock production in rural areas has increased.

2.2. Market competitiveness of Palestinian rural smallholders’ agricultural products and crops has enhanced.

2.3. Community members and local institutions are more concerned with preserving and protecting the environment, as well as the sustainability of natural resources.

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**Third strategic objective:**
To promote the engagement of adolescents and youth as vehicles driving social cohesion in their local communities

3.1. Adolescents and youth possess the necessary knowledge, leadership skills, and behavioral attitudes, as well as mechanisms to adapt with their communities and deal with real challenges.

3.2. Local community support issues and concerns of adolescents and youth, as well as their interests.

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**Fourth strategic objective:**
To advocate internationally and nationally the rights of marginalized Palestinian groups and communities, in accordance with International Human Rights principles

4.1. National and international interest is raised around violations of social, economic, and political rights of Palestinian communities and groups.

4.2. Community activists and CBOs are active in claiming their individual and group rights.

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**Fifth strategic objective:**
To enhance MA’AN’s capacity to achieve its vision and objectives

5.1. MA’AN’s governance and leadership bodies are more active in achieving the organization’s mission.

5.2. MA’AN’s resources, systems and external relations are enhanced to achieve its mission and objectives.

5.3. Joint knowledge building and learning is more effective at MA’AN...
Our Organizational Direction

Our Vision

"Palestinians enjoy a decent life, are steadfast on their land, committed to their homeland, self-reliant and leading their communities, based on the respect of plurality, rule of law, social justice and human rights."

We aspire that all Palestinians - women and men, girls and boys - enjoy a decent life that is characterized by decent work and housing, access to quality health and educational services, availability of infrastructure, such as water, electricity and roads that are appropriate to their needs. We see Palestinians satisfied with the quality of life, enjoying steady and secure household income, as well as healthy and psychological conditions. Bonded with others in their communities through coherent and strong relationships, we envisage Palestinians as responsible citizens actively participating in political, social and cultural life. We believe that a decent life can only be achieved when social justice is ensured to marginalized, most disadvantaged and vulnerable citizens, such as the poor, women, children, persons with disabilities and small farmers.

We aspire that all Palestinians enjoy sovereignty over their food and natural resources, based on their right to healthy, beneficial, appropriate, quality, affordable and sustainable food, as well as their right to access sources of production. Food sovereignty is also based on their right to determine their agricultural and food policies, patterns of production and food consumption, availability of employment and growth, in addition to the environmental sustainability of quality untapped natural resources of water, land, soil and environmental friendly agriculture.

We aim to place the ambitions and needs of small-scale producers and distributors in the midst of food systems and policies, while refusing to subject production and consumption patterns to unrestrained and undisciplined international trade, but rather seek farmers’ production of the most locally consumed food. Our primary consideration is the welfare and benefit of farmers and consumers alike, and not the interests of large agribusiness owners and corporate profits. Maintaining a balance between agriculture and industry; rural and urban areas; as well as reversing the dependency of agriculture and rural areas to large industries and elites of the city, should be established.

We aspire to see all Palestinians, as individuals and groups, able to protect themselves and cope with natural, economic, civil and political shocks and crises, which affect their ability to maintain decent living, as well as their human and natural, social, financial and physical livelihood resources. We will work to achieve social welfare where individuals, groups and institutions have control over these shocks and crises and face their living conditions as active and innovative citizens. We see Palestinians as self-reliant, resilient and able to survive on their land and exploit their resources.
see our women, men, youth, their local grassroots organizations as leaders and pioneers in their communities and in all social, cultural, economic and political fields.

Our Mission

As a Palestinian independent civil society organization, MA'AN’s programmatic approach works closely with rights-holders: the groups that represent women, men, youth, clubs, cooperatives, grassroots institutions and local councils. Therefore, we emphasize participatory development, cooperating with these representative groups to search for sustainable solutions that tackle local development across sectors.

Hence, we affirm in our vision that community development must be based on a human rights based approach, which ensures the community right to control developmental processes and investment of local resources. Furthermore, we define the investment of local resources to include social capital, namely local expertise and exploiting traditional knowledge of farmers, craftsmen, women, and the elderly.

“Partnering and working hand in hand with Palestinian non-governmental organizations, community based organizations, grassroots groups and popular committees, in the poorest and most marginalized areas, to promote community development that is guided by community participation, human rights based approach, investment of local resources and the empowerment of the poor and marginalized.”

the recruitment of youth and student volunteers, in addition to mobilizing social networks, institutions and relations. On the other hand, our approach focuses on the development of livelihood assets to include natural, physical and financial resources available to Palestinians in their communities.

MA’AN’s experience has shown that enhancing the awareness of community groups and their participation in the decision making process is a key foundation to active citizenship. We assert that the enjoyment of marginalized Palestinian communities of their development rights will require empowering right holders, while ensuring the commitment of duty bearers towards the respect, protection and fulfillment of social, cultural and economic rights of citizens, such as their right to education, employment, social security, housing and economic activity, as stipulated in the Palestinian Basic Law.1

We will work to enable citizens to access the various natural and financial resources, expertise and knowledge required for the labor market, as well as basic services. As a key component to promote community participation, our approach focuses on advocating rights, building the capacities of community institutions and local social networks, expanding alliances, as well as strengthening networks to claim rights from the state and other duty bearers.

As a civil society organization that holds a major role in Palestinian development, this will require building bridges between the state and citizens, improving transparent local governance, and promoting social harmony between social groups as a source of social capital. This will also entail creating spaces for the voices of the poor and marginalized be heard in regards to local development process and livelihoods outcomes.

1 Palestinian Basic Law, Second Article, 2005.
Our Values, Principles and Beliefs

MA’AN adopts a set of core values, principles and beliefs, including the Code of Conduct for Palestinian NGOs, and a set of internal policies. These values, principles and beliefs enable MA’AN’s leadership and staff to provide services and communicate with stakeholders. They also represent a source of inspiration to MA’AN, its responsibility and national role as a civil society organization towards achieving its mission.

- **Transparency**: MA’AN is committed to the right to freedom of knowledge, as well as providing reliable and timely information to stakeholders in the Palestinian community. We adopt the openness of the General Assembly to provide information to its beneficiaries, partners and donors about MA’AN’s administrative and financial policies, procedures, reports and services, in addition to declaring its audited budget in annual reports and its dissemination on the website.

- **Accountability**: MA’AN is subject to accountability in its relation with all stakeholders, including beneficiaries, governmental and non-governmental organizations and partners. Hence, we are committed to submit reports regarding the use of our human, financial and physical resources. MA’AN’s leadership bears responsibility for its decisions, or failures in fulfilling strategic objectives and vision.

- **Participation**: MA’AN is committed to the participation of beneficiaries, including institutions and groups, in decisions that affect them, starting from determining their needs, designing, implementing and monitoring of their development interventions through a participatory process.

  We are committed to facilitating the transfer of knowledge between civil society organizations and all other relevant stakeholders, through regular participatory and consultative mechanisms, related to our policies, approaches and directions, as well as all matters concerning community groups that we serve. Internally, MA’AN believes in the importance of active participation of its employees in enhancing the decision making process, through sharing their opinions, experiences and views.

- **Partnership**: As part of our development approach to ensure the complementarity of services delivered, as well as the benefit of community groups that we serve, we believe in the importance of instigating partnerships and building alliances with all stakeholders. Stakeholders include civil society and governmental organizations, national and international coalitions, as well as local and community based organizations.

- **Commitment to national and development priorities and rights, and the courage to claim them**: MA’AN is committed to claiming rights of local communities, with a focus on the most marginalized. It will continue to present its social and political positions, with courage and conviction.

  We reject any conditional political funding that conflicts with our national positions and principles, or that affects the legitimacy of the Palestinian national struggle to achieve freedom, independence and the right to self-determination. We also reject any funding in conflict with the values of the Palestinian civil society.

- **Independence, professionalism and impartiality**: We are committed to maintaining MA’AN’s independence from any political or religious or sectarian
affiliation, as well as maintaining professionalism in our relations with beneficiaries, partners, donors and parties that we contract for services. This will be maintained via the clarity of our administration and financial policies and procedures, approaches and methodologies.

- **Justice and equality:** MA’AN is committed to treat all individuals and groups, whether beneficiaries or employees or partners, equally. We are committed to non-discrimination among all our beneficiaries and employees, regardless of the political, religious or family affiliation or geographical, gender or social status, disability, or any other form.

- **Appreciation, respect and human dignity:** We value and respect all individuals partners, donors and other relevant stakeholders. We are committed to our shared humanity, particularly the position of the marginalized, the weak and the poor.

  We believe in preserving human dignity, as a right. Our leadership is committed to respecting and appreciating its employees. Our staff is committed to appreciating and respecting their colleagues and treating them well.

- **Responding to emergency needs:** We will mobilize our financial and human resources to respond to the emergency needs of the communities we work in, particularly in times of crisis, emergency and natural disasters.

- **Credibility:** We are committed to maintaining a good reputation in our work, interventions and our staff practices. We promote integrity and honesty in our internal communication and relations between the General Assembly, the Board of Directors and employees.

- **Volunteerism:** We believe that volunteering is one of the most important characteristics of civil society’s work, and is not limited to the role of the General Assembly and the Board of Directors, but also includes MA’AN’s employees. Hence, we will promote and encourage voluntary work at the national level, as well as mobilize volunteers and resources from local communities.

- **Environmental protection:** MA’AN pledges to protect the environment, while celebrating its beauty and purity. We will work to raise the awareness of citizens in this regard, as well as spread appreciation and respect for the environment among our beneficiaries and employees.

  We work to reduce the negative environmental impact of our operations and programs to the extent possible, and always work to render them environmental friendly. This includes the protection of biodiversity and ecosystems, reduction of emissions and waste to the extent possible. We are committed to integrate environmental concepts and values in all of our activities and operations. Within this context, MA’AN commits to render all its facilities free from anything that disrupts public health, and causes internal environmental pollution, including maintaining clean facilities that are free of toxic and hazardous materials.
Our Journey Over the Past Twenty-Seven Years

MA’AN Development Center was established in 1989 by a small group of individuals with a background in social development who wanted to make a concrete contribution to the development of the Palestinian national economy by supporting women and agricultural cooperatives. After 27 years of its establishment, MA’AN continues to build the capacities of cooperatives, while expanding significantly its programs to cover many facets of community development.

Our Governance

MA’AN’s General Assembly, which is composed of 61 members (41% female and 59% male) determine MA’AN policies and strategies. It is responsible for decisions about the organization’s overall goals, policies and strategic objectives. The General Assembly includes a group of experts in various fields, such as economics, agriculture, business management, community development, women’s studies, health, finance, human sciences, engineering, education, international law, etc. Most of the members have good experience in development and civil work. They represent several geographical areas in Palestine.

Every two years, the General Assembly elects the Board of Directors that consists of nine members. The Board is responsible for the supervision, follow up and monitoring of the implementation of policies, strategies and programs. Board members support the General Director to achieve MA’AN’s mission and objectives.

The Financial Committee supervises all financial issues, and consists of the chairman of the Board of Directors, the secretary, MA’AN’s General Director and the Financial Director. Furthermore, the Recruitment Committee is responsible for hiring candidates according to the recruitment policies and procedures stipulated in the administrative and human resource manual.

Our Historical Timeline

Since its establishment in 1989, MA’AN witnessed five major phases that shaped its current institutional features, strategies and identity, leading it to become one of the pioneering national civil society institutions (see Figure 2).
• **Phase I (1989-1991)** *Initiation and focus on developing agricultural cooperatives:* MA’AN was initiated with the objective to establish a center to support local cooperatives, especially women and agricultural cooperatives that were not officially registered because of Israeli occupation restrictions. At that time, there was a lack of development and training centers that could provide vocational training programs, especially for women. Consequently, MA’AN began by working with 45 farmers to build their technical and management skills, based on Paulo Freire methodology of adult learning. This was accomplished through MA’AN’s first funding from APHEDA.

• **Phase II (1992-1993)** *Establishment of the first permaculture center in the Middle East:* MA’AN started expanding its operations and its first branch office was launched in the Gaza Strip. In addition, a branch office on permaculture was established in Marda, Salfit District in the West Bank. It was the first permaculture center in the Middle East. A strategic partnership was also built with APHEDA and Medico International. In July 1996, MA’AN contributed in the establishment of the Palestinian Non-Governmental Organizations Network (PNGO), where the center is still an active member in its steering committee.

• **Phase III (1994 until 2000)** *Specialization in community development, organic farming and environmental protection:* MA’AN continued expanding and another branch office focusing on permaculture, in Khuzu’a Khan Younis, was established. The responsibility of managing the two permaculture centers in Marda and Khuzu’a was transferred to local communities and MA’AN became a board member in each center. However, in November 2000, Marda Permaculture Center was closed by the Israeli occupation forces (to date MA’AN is still unable to access Marda Center).

MA’AN started focusing on community development, organic farming and environmental protection, in addition to its role in capacity building, where more than 50% of interventions implemented focus on training community based organizations, women centers and Palestinian employees. The number of MA’AN’s staff reached more than 20 employees.

• **Phase IV (2001-2008)** *Expansion in targeting youth, adolescent and women, as well as responding to emergency needs:* Two branch offices were opened in Jenin and Salfit. Due to continuous Israeli violations of Palestinian rights, MA’AN became active in advocacy, through its participation in national and international networks, such as Stop the Wall Campaign, Jordan Valley Solidarity Group, Fadoc, PNGO, PENGON, Shameh’, the Higher Committee for Agriculture Sector, and the Arab NGO Network. The organization had a remarkable role in supporting youth, adolescents, and women centers that reached 110, in addition to 1,200 other NGOs, community based organizations and village councils.
During this period, MA’AN became a leading organization in environmental protection through research and publications, particularly the publication of the first Arabic electronic environment magazine in addition to a monthly supplement in both Al-Quds and Al-Ayyam newspapers. In this time, MA’AN’s employees reached 75, (females 60% of the total employees). The number of the General Assembly members also increased to 47 while the Board of Directors increased from 7 to 9. MA’AN became a strategic partner with Cordaid, FCD, and Oxfam.

- **Phase V (2009-2015) Opening Beit Qad permaculture farm:** With high unemployment rates and increased intensity of Israeli confiscation of lands and resources, as well as the recurrent wars on the Gaza Strip, MA’AN dedicated a significant portion of its interventions to humanitarian and emergency projects, particularly in the Gaza Strip and politically marginalized areas, such as Area C, Bedouins communities in the West Bank. In 2014, the Gaza Strip witnessed a third war launched by the Israeli occupation, resulting in the destruction of MA’AN’s field office and the partial destruction of the main branch in Gaza city. Throughout 2014-2015, MA’AN was a pioneer in providing humanitarian assistance and emergency aid to Palestinians during this time.

Further, MA’AN focused on lobbying and advocacy at the national and international levels, and represented civil society organizations in various United Nations committees and coalitions. MA’AN continued hosting the Stop the Wall Campaign.

For the first time in its history, MA’AN was able to secure a five year agricultural program targeting Northern West Bank and Gaza areas, while expanding its operations in Hebron and Bethlehem. Furthermore, in 2012, MA’AN established its Permaculture Center in Beit Qad, including an organic farm and Aquaponic and Hydroponic units.

**Our Programs**

Leading up to its twenty-seventh year, MA’AN has carried out a series of long-term programs and services covering six main areas, as follows:

**Food security and sustainable agriculture**

The program aims at enhancing the steadfastness of farmers, improving food security at household, community and national levels, as well as promoting self-reliance and the provision of safe and healthy food. This is achieved through the use of diverse and integrated strategies such as:

- Provision of training and technical support in various agricultural fields and improving the quality of production, farm management, agricultural projects and marketing, capacity building of agricultural cooperative, farmers, engineers and agricultural extension workers in the area of organic and sustainable agriculture, water and waste management and compost production
- The design and establishment of home gardens
- Provision of seedlings and trees, as well as the establishment of irrigation systems
- Rehabilitation and reclamation of agricultural land
- Construction of agricultural roads
- Establishment and restoration of household and agricultural water wells and pools
- Creation and restoration of greenhouses
- Provision of livestock at household level
Provision and development of quality olive oil and helping farmers market their produce

Adolescents and youth development

In this program, MA’AN focuses on adolescents (10-18 years) and youth (18-24 years). The program aims at strengthening and expanding their participation in community development and public life, as well as building a free and democratic society, free of violence and discrimination at all social and political levels.

The program also aims at promoting values of citizenship and voluntary work among adolescents and youth, as well as their integration into broader community development programs. Furthermore, the program provides opportunities for adolescents and youth to tap into their creativity and apply their talents through community initiatives and volunteer work. The program supports extracurricular interventions in education, developing youth and sports centers as well as creating adolescent and youth friendly spaces. Finally, the program empowers these groups economically to enable them compete in the local labor market.

Women empowerment and development

The program aims to achieve the economic and social empowerment of women by establishing entrepreneurial projects, enhancing women’s participation in community development and their project management skills through capacity building, particularly in agriculture and food processing. The program also supports the capacity building of women’s centers to provide quality programs and services that enhance their role in social change and women’s role in public life.

Community development

This program aims to enhance community development and decrease poverty in rural and disadvantaged areas in the West Bank and the Gaza Strip, with particular focus on the Jordan Valley. Further, the program empowers marginalized and poor groups in local communities and at the national level through the development of community, youth and women centers. Finally, the program incorporates institutional and community infrastructure development projects that rely on labor-intensive operations.

Environmental media

The program aims to increase and develop environmental awareness, through the use of print and audio-visual media. This includes developmental studies and research, as well as newsletters, supplements and media spots that address agricultural and environmental issues. The program also contributes to developing policies and informs decision-makers on issues of environmental protection and agricultural development.

Emergency relief and humanitarian aid

MA’AN’s emergency relief and humanitarian aid projects seek to meet the needs of Palestinians that have been subjected to Israeli occupation policies, which result from the blockade imposed on the Gaza Strip, as well as the recurrent closures of other West Bank communities, the repeated incursions and attacks on people and property, the destruction of agricultural land and facilities, the isolation of areas, construction of the Israeli annexation and apartheid wall, the confiscation of land
and water, and the implementation of an ethnic cleansing policy. These abusive practices have resulted in difficult living conditions that deprive vulnerable groups of the most basic human needs. Seeking to compensate for the acute shortage of basic services, MA’AN works through a network of local and international relations to provide support to groups that are most affected.

Our Human Resources

MA’AN’s executive management consists of the Director General, who leads a professional and technical staff (47% female and 53% male). In 2014, MA’AN staff reached 397 employees.

The Financial Department is led by the chief Financial Officer, assisted by a staff in the West Bank and Gaza Strip. In Gaza, the Financial Officer leads a staff of accountants under the supervision of the Chief Financial Officer.

The project management team, in both the West Bank and Gaza, consists of the Program Director and Program officers. However, due to the difficult communication and mobility between the West Bank and Gaza Strip, the team operates with a high degree of flexibility. Despite this challenge, the team prioritizes MA’AN’s unity and the integration of all programs based on shared vision, mission and goals. The Director General, Chief Financial Officer and Director of Programs supervise progress in the Gaza Strip through the Branch Manager, Financial Officer and the Program Officer there.

Our Relations and Partnerships

MA’AN’s history provides a valuable opportunity to mobilize relations and initiate national and international partnerships. MA’AN’s strong reputation has allowed it to build strong relationships with many international civil and governmental institutions, and gain membership in several national and international networks and coalitions. MA’AN was one of the founding members of PNGO in 1993 and was elected to PNGO’s Board of Directors for several consecutive sessions. It was also a founding member of the Palestinian Network of Environmental Organizations (PENGON).

Moreover, MA’AN represents civil society institutions in the Emergency, Water, Sanitation and Hygiene (EWASH) group, the Humanitarian Country Team (HCT) and the Humanitarian Pooled Fund (HPF). MA’AN is active in national and international coalitions around education, agriculture and housing, such as the Partnership for Development (Fadoc), which is a coalition of international institutions for social change from Africa, Latin America, Palestine, France and Morocco.

Its partnerships and relationships include nearly 25 international and Arab institutions, including the Arab Fund for Economic and Social Development, Palestine Solidarity Association of France, APHEDA / and the Australian Government, German Agency for International Cooperation, the Welfare Association, Care International, Norwegian Representative Office, Foundation OXFAM Britain, Office for the Coordination of Humanitarian Affairs, the OPEC Fund for International Development, Save the Children, the United Nations Development Programme, the United Nations Children’s Fund / UNICEF, UN Women, and others.
Our External Environment

General Context in Palestine

Like other civil society organizations, MA’AN undertakes its operations in an extremely challenging political, economic and social environment. Any strategic planning process should take into consideration the key political junctures that the Palestinian people witnessed over the past five years. The escalation of Israeli occupation policies are characterized by arbitrary settlement expansion and construction of new settlements, control over natural resources, confiscation of Palestinian land, as well as demolition of homes and property, particularly in Area C and in East Jerusalem, and in contradiction to international law.

In addition, the last five years witnessed three Israeli wars on the Gaza Strip, coupled with restrictions on development work in border areas. Israel’s 2014 war on Gaza resulted in the death of more than 1,500 civilians, injury of more than 11,000 people and the internal displacement of around 100,000 people.\(^2\)

In the West Bank, Israel has continued to impose restrictions on the freedom of movement of Palestinians through the Wall, barriers and bureaucratic restrictions, particularly a permit regime that restricts access to Jerusalem and to closed areas near the Wall.

Israeli procedures impact Palestinian movement and the flow of goods between the Gaza Strip and the West Bank, as well as abroad. It has also affected access to agriculture in the West Bank and fishing areas in the Gaza Strip. Most affected areas are East Jerusalem, areas isolated by the Wall, the city of Hebron, land adjacent to settlements and border areas in the Gaza Strip. Such restrictions further impede access to basic services including health, education and social protection.

Diplomatic changes internationally and nationally in Palestine have coincided with a rapidly deteriorating human rights context. The international community recognized Palestine as a non-member observer state in the United Nations in 2012, and in 2014, Palestine committed to twenty international conventions on human rights. Despite these diplomatic steps, in addition, a reconciliation agreement between Fatah and Hamas on 23 April 2014 was signed. Yet, the national unity government failed to initiate any presidential and legislative elections. A situation continues in which there is no accountability to re-instate the Palestinian Legislative Council and therefore, install checks and balances over executive power. Furthermore, public freedoms

continue to wane, including the freedom of civil society organizations in the West Bank and the Gaza Strip.

The Palestinian government is working within a fragile political environment, and is still unable to fund its institutions and plans. It is mainly engaged in providing the needed financial resources for salaries. This is a result of irregular and inadequate foreign aid, and control of the Israeli government over customs revenues earned on behalf of the Palestinian government. This overall situation weakens the role of the Palestinian government - as a duty bearer - to meet the social and economic rights of its citizens. The general political situation also affects civil society institutions, their ability to respond effectively to the needs of their beneficiaries and limits their effective involvement in community development.

**Summary of Key Issues Related to MA’AN’s Work**

**Continuous increased poverty, unemployment and food insecurity**

Poverty represents a key challenge facing policy-makers. Poverty rates in Palestine remain high, reaching 21.3% in the West Bank (excluding Jerusalem) and 37.6% in the Gaza Strip in 2013, as per the estimates of the Atlas of Poverty. The governorate of Jericho and the Jordan Valley had the highest poverty rates (31.3%).

Poverty pockets are mostly found in the southern areas of the West Bank, as rates in Hebron governorate reached 80%, in addition to southern areas of the Gaza Strip, where Khan Younis had the highest rates (45.9%). On the other hand, Jerusalem governorate is considered as a special case, since Palestinians are subject there to the Israeli economy and statistics that indicate poverty rates of 78% amongst Palestinians in East Jerusalem.

Within the same context, Palestinian households suffer from food insecurity, as a result of restrictions imposed by the Israeli occupation on the freedom of movement, access to natural resources, as well as access to adequate employment, international trade and investments. In 2013, it was estimated that 34% of households (1.6 million Palestinians) could not meet their basic food needs and living expenses, and therefore suffer from food insecurity: 57% in the Gaza Strip and 19% in the West Bank.

Despite the availability of food in Palestine, prices of food commodities are considered high particularly for poor households, who spend half of their income on food. The World Food Programme confirms that the high rates of food insecurity are a result of the severe restrictions of the Israeli occupation on Palestinian livelihoods and economic activity.

It should be noted that food insecurity is higher among female-headed households, in comparison to male-headed households. This is especially relevant in the West Bank, where female-headed households reached 25% of households suffering from food insecurity in the West Bank, in comparison to 19% among male-headed households.

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5 Palestinian Central Bureau of Statistics (PCBS), Summary of Results of the Socio-Economic and Food Security survey in the West Bank and the Gaza Strip, 2013.
6 World Food Program (WFP), Summary of programs, 1 June – 30 July 2015, p.2.
55% of female-headed households suffer from food insecurity in Gaza in comparison to 57% of male headed households.\(^7\)

The last war on Gaza exacerbated food insecurity among poor households. The Food and Agriculture Organization of the United Nations (FAO) estimates that in 2015 around 72% of households in the Gaza Strip suffered from food security or were vulnerable to food insecurity. Sixty-six percent of households received food aid, 70% live on less than $2 a day and 45% are facing unemployment. As a result of recurrent wars on Gaza, households face great difficulties including the destruction of their homes, loss of their productive assets and lack of basic needs, such as clothing, drink, electricity and water.\(^8\)

High unemployment rates in Palestine are associated with rising poverty rates and vulnerability, which are correlated with high rates of food insecurity. In fact, unemployment rate rose during the first quarter of 2015, reaching 26% of the labor force and were higher in the Gaza Strip, reaching 41% in comparison to 16% in the West Bank. Furthermore, unemployment rates are high among youth and women in particular, reaching 42% among youth between the age of 20 to 24, and 36% among women. Unemployment rates among women with 13 years of schooling or higher reached 44% during the first quarter of 2015.\(^9\)

Poor and vulnerable families, especially residents in Area (C), Bedouins and Palestinians in rural and isolated communities, suffer from difficult and limited access to basic education and health services. This is due to many factors, including the lack of or inadequate basic infrastructure and public services, closures and the destruction of facilities by the Israeli occupation forces and the lack of appropriate roads or means of transport. In addition, households suffer from vulnerable physical and social capital to cover their different needs and difficulties face to access appropriate funding opportunities that takes into account the needs and capacities of individuals, particularly women, youth and individuals with disabilities.

**Marginalization of the agricultural sector as a main source of income to strengthen resilience of poor and marginalized households**

Agriculture plays a key role in building the Palestinian economy, particularly job creation. Most of the Palestinian workers, who have lost their jobs in Israel due to closure, have returned to work in agriculture in their villages. Agriculture has become the main source of livelihood, either as family owned businesses or paid work with other farmers. In addition, the role of women in the agricultural sector has emerged, especially among female headed households.

The Palestinian Central Bureau of Statistics (PCBS) indicates that in 2014 approximately 11% of the labor force was in the agriculture sector, 21% of which were women.\(^10\) The agricultural sector contributed 4% to GDP, in addition to direct contributions in the service sector, as well as supply-side and buy-side activity in other sectors. Agricultural growth also plays a crucial role in reducing hunger and malnutrition, particularly among the majority of poor households that work in the

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7 PCBS, FAO, WFP, UNRWA, Socio-Economic and Food Security survey in the West Bank and the Gaza Strip, 2012, p.32.
sector. However, despite the adoption of national policies to increase the share of public funding for agriculture, the Palestinian agricultural sector continues to suffer and still relies on short-term assistance programs.  

Israeli policies have distorted the performance of Palestine’s agricultural markets, namely eroding the competitiveness and profitability of Palestinian producers, especially small-scale producers. Access to land, water sources, technology, energy, agricultural inputs, infrastructure and markets fall under direct Israeli control.

Restrictions on access to agricultural land and water resources are also one of the key issues that hinder agricultural production and development. In the West Bank, 62.9% of arable land is located in Area C, which is under full and unrestricted Israeli control due to the continued settlement expansion and limited planning ability and discriminatory permits system. Moreover, only 30.7% of pastures in the West Bank are available for Palestinians.

Water quality is weak, varied, and characterized by an increase in salinity levels, along with difficult accessibility to its resources and infrastructure as a result of the unfair water agreements and the Israeli violation of Palestinians’ water rights. Ground water levels have also diminished significantly as a result of the excessive extraction of water resources by Israel and the Palestinian government’s inability to maintain or rehabilitate wells adequately. Many Palestinian farmers face challenges when rehabilitating wells or drilling new ones, and is a major constraint to effectively utilizing and expanding cultivated areas. In the Gaza Strip, 35% of arable land is inaccessible to Palestinians and contains needed groundwater resources. It is estimated that about 90% of pastoral land in the West Bank are located in areas affected by water scarcity.

Finally, the weak capacities and incentives of small farmers, marketers and agricultural cooperatives regarding the use of sustainable agricultural and environmental friendly practices and resource management, also affect agricultural production and income. This has led to a loss in soil fertility, continuous land degradation, and desertification.

**Limited environmental awareness**

The environment in the West Bank and the Gaza Strip suffer from various forms of pollution, waste of natural resources, low water levels and quality, continued population growth and continued neglect of environmental issues. The occupation is the main cause of many of these issues and environmental disasters, because of its control over Palestinian ground and surface water resources, as well as destruction of land.

The Palestinian Enviornmental Law No. 7 of 1999 provides a general framework to regulate rights and duties around environmental protection. The law mentions the concept of environmental education and guarantees the right of Palestinian citizens to live in a healthy and clean environment, as well as their right to access official information to learn about the impact of development activities on the environment. Nevertheless, there is still a need to enhance the environmental legal framework and

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strengthen the role of law in maintaining and protecting the environment, as well as familiarize citizens with these laws.\textsuperscript{13}

Palestinian institutions and ministries lack scientific awareness of environmental issues, particular since community priorities and official agendas focus on politics, economy, sports rather than environmental issues. In addition, the media gives little priority to environmental issues, and there is limited environmental awareness among schools, students, and between citizens broadly. Further, environmental awareness programs are unsustainable and mostly limited to funded projects and seasonal activities.

Limited knowledge and expertise of environmental issues among journalists is a major reason for media’s lack of interest in environmental news. In addition, there is a lack of university courses in environmental journalism, and a gap in scientific and academic studies that explore environmental issues.

Within the education sector, the Palestinian curriculum does not comprehensively promote environmental protection. These are insufficient educational resources in this regard, including learning materials and extracurricular activities. Developing such resources required investment from local communities, high education programs and specialized staff.\textsuperscript{14}

\textbf{Marginalization of adolescents and youth from social participation}

Palestine is a young society, with 29.9% adolescents and youth (15-29). 40.1% of the population is between 0 to 14 years. Like the rest of the Palestinian society, adolescents and youth directly suffer under the Israeli occupation. They also face social and cultural marginalization, often in communities that are not supportive of their empowerment and participation. Patriarchal norms create additional obstacles to the social, cultural, economic, and political leadership of young women and girls. Consequently, youth have limited opportunities to develop hard and soft skills, and create community-based initiatives.

Finally, the educational environment is neither stimulating to engage youth in the labor market, nor compatible with their needs. Educational infrastructure and skills of teaching staff are weak. Organizational structures of grassroots organizations have not sufficiently supported adolescents and youth issues or provided educational, cultural and social friendly spaces.


Our Future Perspective and Strategic Direction for 2016-2020

The five strategic priorities anchors MA’AN’s future interventions from 2016 to 2020. This section presents these priorities along with all outcomes and outputs for each strategic objective, as well as key performance indicators to measure our performance (see Annex 1).

Strategic Objectives, Outcomes and Outputs

First strategic objective: To improve livelihood outcomes for poor and vulnerable households

In line with Palestinian national policies and directions to reduce poverty, as well as social and economic differences amongst Palestinian households, and as adopted in the National Social Protection Strategy (2014-2016), our first strategic priority focuses on improving the livelihood outcomes for poor and vulnerable Palestinian households. This priority stems from our conviction that the ability of poor and vulnerable households to exploit economic opportunities is essential in reducing poverty. We are also aware that poverty is not only associated with income reduction, but also includes other dimensions related to the ability of households to access appropriate infrastructure, as well as educational, health and social services.

Hence, this strategic priority is the cornerstone of MA’AN’s interventions for the coming five years. It became clear that lifting poor and vulnerable households out from the circle of poverty through empowerment and their transition from dependence on social assistance to self-reliance is a key component of our development work. We strive to improve the capacities and resources of households, whether physical or social or economic, in addition to strengthening household livelihood strategies necessary for their living requirements, so that all family members, including women, men, youth and children, have the ability to overcome or recover from shocks and crises, as well as maintain and reinforce their human and social capacities and different resources.

Our Approach

To achieve this strategic objective, we will focus particularly on improving the ability of poor and vulnerable households to access infrastructure and social services that are most appropriate to their needs. This will be achieved through the rehabilitation of households, linking them with sewage networks, as well as their equipment with solar panels and water wells, in addition to providing Bedouin communities with water and public health facilities and equipment, as well as humanitarian aid and relief assistance.
Building on our previous experience, we will also continue improving access to appropriate educational services through the rehabilitation of educational facilities at schools, as well as providing educational support to children of poor and vulnerable households.

In addition, our approach will focus on economic empowerment through the provision of a variety of small income generating projects for poor families that have the potential and resources to become economically active, particularly youth and women. We will ensure youth access to knowledge related to the needs of the Palestinian market, workers’ rights and available vocational training opportunities. We will also provide internship opportunities to young fresh female and male graduates in local and national institutions, as well as enable women grassroots organizations to manage school canteens (see Figure 3).

Figure 3: First strategic objectives, outcomes and outputs

First strategic objective: To improve livelihood outcomes for poor and vulnerable households

1.1. The capacity of poor and vulnerable households to access infrastructure and social services suitable to their needs is enhanced.
   - 1.1.1. Homes of poor families are rehabilitated and linked with sewage networks, as well as equipped with solar panels and water wells for household use.
   - 1.1.2. Bedouin communities are provided with water and public health facilities and equipment.
   - 1.1.3. Humanitarian aid and relief assistance is provided to poor and vulnerable households.
   - 1.1.4. Educational support is provided to children of poor and vulnerable households.
   - 1.1.5. Educational facilities at schools are rehabilitated and suitable for children’s use.

1.2. Poor and vulnerable households, particularly youth and women, are economically empowered.
   - 1.2.1. Small-income generating projects are provided to poor households that possess the potential and resources to become economically active.
   - 1.2.2. Youth access knowledge about the needs of the Palestinian market, workers’ rights and available vocational training opportunities.
   - 1.2.3. Internship opportunities are available to young fresh female and male graduates in local and national institutions.
   - 1.2.4. School canteens are run by women community based organizations.

Second strategic objectives: Sustainability and protection of natural resources in rural areas to promote food sovereignty

MA’AN believes that the sustainability and protection of natural resources of land, water, pastures, wild and marine life are necessary to ensure sources of food and income as well as food sovereignty in Palestinian communities that depend on agriculture and whose population works in agricultural and livestock production. In addition, maintaining and protecting the environment are key elements in the sustainability and protection of natural resources.

Our Approach

To achieve this strategic objective, we will focus on increasing agricultural and livestock production in rural areas through land reclamation and rehabilitation, construction of agricultural roads, as well as the provision of water resources for agricultural use and production inputs, such as seeds, seedlings, beehives, greenhouses, fish, sheep, to vulnerable livestock breeders and farmers affected by natural and seasonal shocks, wars and Israeli occupation procedures.
We will seek to enhance the market competitiveness of Palestinian rural smallholders’ agricultural products and crops by: 1. developing and disseminating models and practices around sustainable permaculture and environmentally safe farming techniques, 2. increasing income of cooperatives and their members. Therefore, we will work to enable small-scale female and male farmers to access knowledge about management of natural resources, environmentally safe and permaculture farming, mechanisms to develop new crops and products with economic value, as well as marketing mechanisms.

We will support agricultural cooperatives and community based organizations to access knowledge, skills and tools that are essential for enhancing their performance. We will establish community forums for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies related to specific value chains (dairy producers, olive farmers, etc.). In addition, we will focus on exposing farmers to sustainable, safe and environmentally friendly agricultural models and practices that can adapt to climate changes.

Finally, we will seek to promote the interests of community members and local institutions to preserve and protect the environment, and sustain natural resources, by targeting schools, universities, youth, community based organizations, journalists. This will be achieved via awareness interventions, provision of knowledge to include production and dissemination of reports, studies, manuals of best practices in organic agriculture, awareness-raising movies about agriculture and environmental protection, as well as organization of annual sessions and conferences tackling environmental and agricultural issues.

Figure 4: Second strategic objectives, outcomes and outputs

<table>
<thead>
<tr>
<th>Second strategic objectives: Sustainability and protection of natural resources in rural areas to promote food sovereignty</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Agricultural and livestock production in rural areas has increased.</td>
</tr>
<tr>
<td>2.1.1. Land reclaimed.</td>
</tr>
<tr>
<td>2.1.2. Land rehabilitated.</td>
</tr>
<tr>
<td>2.1.3. Agricultural roads opened.</td>
</tr>
<tr>
<td>2.1.4. Available water resources for agricultural use.</td>
</tr>
<tr>
<td>2.1.5. Production inputs are available to vulnerable livestock breeders and farmers affected by shocks.</td>
</tr>
<tr>
<td>2.2. Market competitiveness of Palestinian rural smallholders’ agricultural products and crops enhanced.</td>
</tr>
<tr>
<td>2.2.1. Small-scale female and male farmers access knowledge about management of natural resources, environmentally safe and permaculture farming, mechanisms to develop new crops and products with economic value, as well as marketing mechanisms.</td>
</tr>
<tr>
<td>2.2.2. Agricultural cooperative and CBO representatives receive knowledge, skills and tools that are essential for performing their role.</td>
</tr>
<tr>
<td>2.2.3. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies.</td>
</tr>
<tr>
<td>2.2.4. Farmers are exposed to and pilot sustainable, safe and environmentally friendly agricultural models, and practices that also adapt to climate changes.</td>
</tr>
<tr>
<td>2.3. Community members and local institutions are more concerned with preserving and protecting the environment, as well as the sustainability of natural resources.</td>
</tr>
<tr>
<td>2.3.1. School and university students access knowledge about environmental issues, as well as sustainable permaculture.</td>
</tr>
<tr>
<td>2.3.2. Knowledge about environmental issues and sustainable permaculture farming is available to the local community of journalists, organizations and other stakeholders at national level.</td>
</tr>
</tbody>
</table>
Third strategic objective: To promote the engagement of adolescents and youth as vehicles driving social cohesion in their local communities

Emanating from our strong conviction that the most crucial elements of social movement is the effective involvement of all social groups in influencing national social and economic policies, as well as ensuring justice and equality, human rights and freedom in Palestine, our third strategic objectives engages adolescents and youth as vehicles driving social cohesion in their local communities.

We understand adolescents and youth as the cornerstone for sustainable development. We believe that their involvement in the development of their communities will help them acquire skills, knowledge and attitudes that will qualify them to be active citizens, whose voices are heard and who bear responsibility towards their own communities. We are convinced that they will have an active role in societal and political change, as well as become committed to human rights principles and civil society values.

Our Approach

To promote the engagement of adolescents and youth, MA’AN’s leadership believes that our influence should focus on empowering these groups with the necessary knowledge, leadership skills and behavioral attitudes, as well as mechanisms to adapt with their communities and deal with real life challenges. This will be done through the organization of sessions, encounters and trainings about life and leadership skills, active citizenship, like negotiation, communication, dealing with peers, etc. In addition, we will organize awareness workshops about local and national issues that concern adolescents and youth, and other activities including summer camps, open days, national campaigns, trips, camping, etc. MA’AN will encourage community initiatives, led by adolescents and youth, at local and national levels that tackle rights-based issues, as well as social, cultural and sport topics.

We will focus on enhancing the support of the local community, including representatives of schools, community based organizations, local councils and parents, towards issues and concerns of adolescents and youth. This will be achieved through enhancing access to knowledge and necessary skills to deal with teenagers and mechanisms to support them. We will encourage establishing cultural, social and sport community spaces that are youth and adolescent friendly, integrate learning and development needs, and enable them to be active and creative citizens.

Figure 5: Third strategic objectives, outcomes and outputs
Fourth Strategic Objective: Advocate internationally and nationally level the right of marginalized Palestinian groups and communities in accordance with International Human Rights principles.

The fourth strategic objective sheds light on social, economic and political rights of communities and groups which have been violated, especially in Area C and the Jordan Valley in the West Bank, as well as isolated areas in the Gaza Strip. This strategic objective also highlights MA’AN’s role in international and national advocacy.

Our Approach

MA’AN will focus on promoting national and international interest around violations of social, economic and political rights of Palestinian communities and groups, through implementing national and international advocacy campaigns based on priorities around rights issues (right to access natural resources, right to education, violation of Israeli occupation towards students in Area C and restricted areas in Gaza, rebuilding of Gaza, etc.). In addition, MA’AN will continue organizing trips to marginalized areas with the participation of local institutions and committees and targeting politicians, diplomats, as well as international and Palestinian public opinion makers.

On the other hand, MA’AN will seek to activate the role of community activists and community based organizations in claiming their individual and group rights, by supporting and facilitating the formation of community committees that include youth and women activists, social leaders and local community based organizations. We will also provide logistic and technical support to community activists to claim their rights.

Figure 6: Fourth strategic objectives, outcomes and outputs

<table>
<thead>
<tr>
<th>Fourth Strategic Objective: Advocate internationally and nationally level the right of marginalized Palestinian groups and communities in accordance with International Human Rights principles.</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1. National and international interest around violations of social, economic, and political rights of Palestinian communities and groups.</td>
</tr>
<tr>
<td>4.1.1. National and international advocacy campaigns organized according to priorities around rights issues (right to access natural resources, right to education, violation of Israeli occupation towards students in Area C and restricted areas in Gaza, rebuilding of Gaza, etc.)</td>
</tr>
<tr>
<td>4.1.2. Trips to marginalized areas organized to politicians, diplomats, and international and Palestinian public opinion makers, and with the participation of local institutions and committees.</td>
</tr>
<tr>
<td>4.1.3. Participation in committees, coalitions, networks and sector groups at national and international level.</td>
</tr>
<tr>
<td>4.2. Community activists and CBOs are active in claiming their individual and group rights.</td>
</tr>
<tr>
<td>4.2.1. Community committees established and include youth and women activists, social leaders, and local community based organizations.</td>
</tr>
<tr>
<td>4.2.2. Logistic and technical support available to community activists to claim their rights.</td>
</tr>
</tbody>
</table>
Fifth strategic objective: To develop MA’AN’s capacity towards achieving its vision and objectives

Developing our capacities in terms of our governance, internal resources, as well as our knowledge sharing and learning constitute a key factor in ensuring the successful implementation of this strategy, as well as enhancing our influence in achieving our vision. Hence, this fifth strategic objective aims to enhance MA’AN’s capacity achieve its vision and objectives.

Our Approach

In order to improve our capacities, we will set our utmost priorities to enable MA’AN’s governance and leadership bodies to play a more active role, by expanding and activating the Board and General Assembly membership and strengthening the role of the Board of Directors in supporting the management, as well as its periodic communication with employees.

We will focus on strengthening our financial and human resources, systems and external relations through developing the required policies and systems. We will give specific attention to motivating staff and providing them with adequate training. In terms of our sustainability, our leadership and management will give particular attention to provide sustainable financial resources, as well as the participation in national and international committees and coalitions related to MA’AN’s work.

We also believe that one of our utmost priorities during the coming five years will be on the internal capacity building of joint leaning and knowledge building, through the development of operations manuals of our key functions, as well as our Results Based Monitoring, Evaluation and Learning system.

Figure 7: Fifth strategic objectives, outcomes and outputs

<table>
<thead>
<tr>
<th>Fifth strategic objective: MA’AN’s governance and leadership bodies are more active in achieving the organization’s mission.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1.1. Membership of the Board and General Assembly is expanded and activated.</td>
</tr>
<tr>
<td>5.1.2. Board members are engaged in supporting MA’AN’s management.</td>
</tr>
<tr>
<td>3.1.5. Board members periodically communicate with employees.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MA’AN’s resources, systems and external relations are enhanced towards achieving its mission and objectives.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2.1. Policies and systems for the human and financial management, as well as procurement are clear and disseminated.</td>
</tr>
<tr>
<td>5.2.2. All employees at MA’AN are motivated and trained in the managerial and technical skills needed to perform their functions.</td>
</tr>
<tr>
<td>3.2.5. Financial resources at MA’AN are available and sustainable.</td>
</tr>
<tr>
<td>5.2.4. MA’AN is active participant in national and international committees related to its work.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Joint knowledge building and learning is more effective at MA’AN.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.3.1. Operation manuals for the key programmes are developed.</td>
</tr>
<tr>
<td>5.3.2. Monitoring, Evaluation and Learning (MEL) system that is results based is implemented.</td>
</tr>
</tbody>
</table>
Key performance indicators

From 2016 to 2020, MA’AN will focus on measuring its performance at the outcome and output levels. In this section, we present the indicators at the outcome level, whereas output indicators are elaborated in Annex 1.

Table 1: Key performance indicators at outcome level

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
</tr>
</thead>
</table>
| First strategic objective: To improve livelihood outcomes for poor and vulnerable households | 1. % of households that receive assistance to improve their homes and that indicate enhancement in their living conditions and responsiveness to their daily needs of energy and water resources.  
2. % of households that indicate enhanced access to infrastructure and educational services that respond to their needs.  
3. Households indicate the importance of assistance received in responding to their basic needs. |
| 1.1. The capacity of poor and vulnerable households to access infrastructure and social services suitable to their needs is enhanced. | 4. % of households assisted through program grants report improved ability to cope and steadfast economically into the future.  
5. # of employment opportunities created through the program-supported enterprises, disaggregated by gender and age cohorts.  
6. Level of satisfaction of households about their type of projects, and income generated. |
| 1.2. Poor and vulnerable households, particularly youth and women, are economically empowered. |                                                                                       |

Second strategic objectives: Sustainability and protection of natural resources in rural areas towards promoting food sovereignty

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1. Agricultural and livestock production in rural areas has increased.</td>
<td>1. Area of agricultural lands that have been recently cultivated.</td>
</tr>
<tr>
<td>2.2. Market competitiveness of Palestinian rural smallholders’ agricultural products and crops has enhanced.</td>
<td>2. Number of dunums of agricultural lands with improved access as a result of agricultural roads.</td>
</tr>
<tr>
<td>2.3. Community members and local institutions are more concerned with preserving and protecting the environment, as well as the sustainability of natural resources.</td>
<td>3. Area of newly irrigated agricultural lands.</td>
</tr>
<tr>
<td></td>
<td>4. % increase in livestock production.</td>
</tr>
<tr>
<td></td>
<td>5. Models and practices around sustainable permaculture and environmentally safe farming techniques, developed and disseminated to all stakeholders in the agricultural sector.</td>
</tr>
<tr>
<td></td>
<td>6. % increase in the income of cooperatives and their members.</td>
</tr>
<tr>
<td></td>
<td>7. Cooperative and CBO representatives indicate using new techniques to market their products as well as of their members.</td>
</tr>
<tr>
<td></td>
<td>8. # agricultural policies adopted by duty bearers.</td>
</tr>
<tr>
<td></td>
<td>9. % increase in value chain returns</td>
</tr>
<tr>
<td></td>
<td>10. Number of environmental initiatives launched by the local community (school students, youth, CBOs, etc.)</td>
</tr>
<tr>
<td></td>
<td>11. Targeted school and university students, as well as journalists indicate an increased interest in preserving and protecting the environment, as well as the sustainability of natural resources.</td>
</tr>
</tbody>
</table>
Third strategic objective: To promote the engagement of adolescents and youth as vehicles driving social cohesion in their local communities

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1. Adolescents and youth possess the necessary knowledge, leadership skills, and behavioral attitudes, as well as mechanisms to adapt with their communities and deal with real challenges.</td>
<td>12. % of adolescents and youth that indicate an improvement in their knowledge, leadership skills, and behavioral attitudes, as well as mechanisms to adapt with their communities and deal with real challenges.</td>
</tr>
<tr>
<td>3.2. Local community supports issues and concerns of adolescents and youth, as well as their interests</td>
<td>13. Local community representatives, including schools, local councils and parents, indicate their support to the issues and concerns and interests of adolescents and youth as community priorities.</td>
</tr>
</tbody>
</table>

Fourth Strategic Objective: Advocate internationally and nationally level the right of marginalized Palestinian groups and communities in accordance with International Human Rights principles.

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1. National and international interest around violations of social, economic, and political rights of Palestinian communities and groups.</td>
<td>14. % increase in knowledge of targeted international and Palestinian public opinion makers about the social, economic and political rights of Palestinian communities and groups.</td>
</tr>
<tr>
<td>4.2. Community activists and CBOs are active in claiming their individual and group rights.</td>
<td>15. # of campaigns and initiatives organized by community activists and CBOs to claim their individual and group rights.</td>
</tr>
</tbody>
</table>

Fifth strategic objective: To develop MA’AN’s capacity towards achieving its vision and objectives

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1. MA’AN’s governance and leadership bodies are more active in achieving the organization’s mission.</td>
<td>16. % increase in the number of activities related to MA’AN’s work that the Board and General Assembly members participate in.</td>
</tr>
<tr>
<td>5.2. MA’AN’s resources, systems and external relations are enhanced towards achieving its mission and objectives.</td>
<td>17. # of employees that indicate professional improvements in areas related to their work, as a result of the training and guidance received.</td>
</tr>
<tr>
<td>5.3. Joint knowledge building and learning is more effective at MA’AN.</td>
<td>18. % increase in the number of donors at the end of each year.</td>
</tr>
<tr>
<td></td>
<td>19. % satisfaction of partners regarding MA’AN’s relations.</td>
</tr>
<tr>
<td></td>
<td>20. Annual reports include clear information about progress towards achieving outcomes and outputs.</td>
</tr>
<tr>
<td></td>
<td>21. Employees and partners indicate clear policies and work procedures at MA’AN.</td>
</tr>
</tbody>
</table>
### Annex 1: Results framework

#### First strategic objective: To improve livelihood outcomes for poor and vulnerable households

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
<th>Outputs</th>
<th>Output indicators</th>
<th>Key activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The capacity of poor and vulnerable households to access infrastructure and social services suitable to their needs is enhanced.</td>
<td></td>
<td>1.1.1. Homes of poor families are rehabilitated and linked with sewage networks, as well as equipped with solar panels and water wells for household use.</td>
<td>1. Number of rehabilitated households. 2. Number of households linked with sewage networks. 3. Number of households equipped with solar panels. 4. Number of households equipped with water wells for household use. 5. Level of satisfaction of households about the improvement in their living conditions.</td>
<td>1.1.1.1. Renovation of houses of poor families and those affected by shocks. 1.1.1.2. Rehabilitation and development of sewage networks for poor households and those affected. 1.1.1.3. Installation of solar panels. 1.1.1.4. Construction of water wells for household use.</td>
</tr>
<tr>
<td>1.1.1.</td>
<td></td>
<td>1.1.1.1.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1.2. Bedouin communities are provided with water and public health facilities and equipment.</td>
<td>6. Number of Bedouin communities that have been provided with water. 7. Number of Bedouin communities that have been provided with public health facilities and equipment.</td>
<td>1.1.1.2.1. Providing Bedouin communities with water tanks. 1.1.1.2.2. Providing Bedouin communities with portable toilets. 1.1.1.2.3. Providing Bedouin communities with hygiene and sanitation kits.</td>
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</tr>
<tr>
<td>1.1.3. Humanitarian aid and relief assistance is provided to poor and vulnerable households</td>
<td>8. Number of households that benefitted from humanitarian aid and relief assistance, aggregated by type of assistance provided and its value.</td>
<td>1.1.1.3.1. Selection of poor and the most disadvantaged households. 1.1.1.3.2. Facilitate access of families to humanitarian aid and relief assistance, as well as to required social services at local and national level. 1.1.1.3.3. Provision of humanitarian aid and relief assistance to families (food vouchers, food packages, drinking water, cash assistance, etc.). 1.1.1.3.4. Networking with governmental and non-governmental organizations to provide assistance and refer social cases.</td>
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<tr>
<td>1.1.4. Educational support is provided to children of poor and vulnerable households.</td>
<td>9. Number of children benefiting from educational support services, aggregated by age, sex and geographical area. 10. Number of volunteers recruited to deliver educational support services, aggregated by age, sex and geographical area.</td>
<td>1.1.1.4.1. Mobilize young volunteers to provide educational support services to children. 1.1.1.4.2. Training and coaching of volunteers on how to deal with children. 1.1.1.4.3. Organization of visits to provide educational support. 1.1.1.4.4. Assessment of the process of working with volunteers and parents.</td>
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<tr>
<td>1.1.5. Educational facilities at schools are rehabilitated and suitable for children’s use.</td>
<td>11. Number of school facilities that have been rehabilitated. 12. Number of schools provided with equipment and educational supplies.</td>
<td>1.1.1.5.1. Assessing needs of schools in cooperation with the Ministry of Education. 1.1.1.5.2. Provide schools with the needed equipment and educational supplies. 1.1.1.5.3. Rehabilitation of educational facilities.</td>
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</tbody>
</table>
### Outcomes

1.2. Poor and vulnerable households, particularly youth and women, are economically empowered.

#### Outcome indicators

4. % of households assisted through program grants report improved ability to cope and steadfast economically into the future.
5. No. of employment opportunities created through the program-supported enterprises, disaggregated by gender and age cohorts.
6. Level of satisfaction of households about their type of projects, and income generated.

#### Outputs

1.2.1. Small-income generating projects are provided to poor households that possess the potential and resources to become economically active.
13. Number and value of small-income generating projects that have been provided to poor households, aggregated by sector and geographical area.
14. Number of women that have been supported to establish their income-generating projects, aggregated by sector, geographical area and age.
15. Number of youth that have been supported to establish their income-generating projects, aggregated by sector, geographical area and age.

1.2.2. Youth access knowledge about the needs of the Palestinian market, workers’ rights and available vocational training opportunities.
16. Number of participants in workshops, aggregated by topic, geographical area and sex.
17. Number of studies and papers developed.

1.2.3. Internship opportunities are available to young fresh female and male graduates in local and national institutions.
18. Number and topics of training courses organized around entrepreneurship and life skills.
19. Number of participants in training courses, aggregated by topics, geographical area, sex and age.
20. Number of internship opportunities provided to young fresh female and male graduates in local and national organizations.

1.2.4. School canteens are run by women community based organizations.
21. Number of school canteens that were rehabilitated or/and developed.
22. Number of women community based organizations that run school canteens.

#### Key activities

1.2.1.1. Selection of poor households that will receive support.
1.2.1.2. Determine needed interventions for households.
1.2.1.3. Provide specialized training and coaching to beneficiary poor households to manage and develop their small-income generating projects.
1.2.1.4. Provide necessary inputs for the selected beneficiaries.
1.2.1.5. Follow up of projects and their development with beneficiaries.
1.2.1.6. Facilitate access of households to grants and loans.

1.2.2.1. Prepare studies and papers about the needs of the Palestinian market, workers’ rights, available opportunities in vocational training, etc.
1.2.2.2. Organize awareness workshops for adolescents and youth about the needed specializations in the Palestinian market, workers’ rights, vocational opportunities, etc.
1.2.2.3. Organize visits to vocational training centers, unions, etc.

1.2.3.1. Organize trainings about entrepreneurship and life skills.
1.2.3.2. Organize open days to communicate directly with employers.
1.2.3.3. Organize visits to private, governmental and non-governmental organizations.
1.2.3.4. Provide internship opportunities in organizations.

1.2.4.1. Selecting school canteens and women CBOs.
1.2.4.2. Rehabilitating and equipping school canteens.
1.2.4.3. Provide CBOs with the required equipment and machinery.
1.2.4.4. Training of women CBOs.
### Second strategic objectives: Sustainability and protection of natural resources in rural areas towards promoting food sovereignty

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
<th>Inputs</th>
<th>Output indicators</th>
<th>Key activities</th>
</tr>
</thead>
</table>
| 2.1. Agricultural and livestock production in rural areas has increased. | 22. Area of agricultural lands that have been recently cultivated.  
23. Number of dunums of agricultural lands with improved access as a result of agricultural roads.  
25. % increase in livestock production. | 23. Number Dunums that have been reclaimed, aggregated by number of households benefiting.  
24. Number of cisterns constructed, aggregated by number of households benefiting.  
25. Number of trees and seedlings planted, aggregated by number of households benefiting. | 2.1.1.1. Leveling of land.  
2.1.1.2. Construction of cisterns.  
2.1.1.3. Construction of retaining walls.  
2.1.1.4. Planting of seedlings and trees. | 2.1.1.1. Land reclaimed. |
|                                                               | 2.1. Land reclaimed.                                                               | 26. Number of Dunums that have been rehabilitated, aggregated by number of households benefiting.  
27. Number of cisterns constructed, aggregated by number of households benefiting. | 2.1.2.1. Rehabilitation of walls.  
2.1.2.2. Planting of seedlings.  
2.1.2.3. Construction of cisterns. | 2.1.2. Land rehabilitated. |
|                                                               | 2.1.2. Land rehabilitated.                                                         | 28. Number of kilometers of agricultural roads opened.  
29. Number of farmers benefiting. | 2.1.3.1. Establishing committees.  
2.1.3.2. Preparation of road maps for the proposed agricultural roads.  
2.1.3.3. Approval of farmers (beneficiaries).  
2.1.3.4. Selection of contractors.  
2.1.3.5. Supervision and assessment of contractors’ work. | 2.1.3. Agricultural roads opened. |
|                                                               | 2.1.3. Agricultural roads opened.                                                 | 30. Number of artisan wells rehabilitated.  
31. Number of agricultural cisterns constructed.  
32. Number of kilometers of agricultural irrigation networks maintained.  
33. Number of kilometers of agricultural irrigation networks constructed.  
34. Number of pools and dams constructed.  
35. Quantities of greywater treated for agricultural use.  
36. Number of households benefiting. | 2.1.4.1. Rehabilitation of artisan wells.  
2.1.4.2. Construction of agricultural cisterns.  
2.1.4.3. Maintenance and construction of agricultural irrigation networks.  
2.1.4.4. Construction of pools and small water dams.  
2.1.4.5. Greywater treatment for agricultural use. | 2.1.4. Available water resources for agricultural use. |
|                                                               | 2.1.4. Available water resources for agricultural use.                           | 37. Number of farmers that received production inputs.  
38. Nature of production inputs distributed. | 2.1.5.1. Assessment of farmer’s input needs.  
2.1.5.2. Purchase and procurement of production inputs (seeds, seedlings, beehives, greenhouses, fish, sheep, etc.).  
2.1.5.3. Distribution of production inputs to | 2.1.5. Production inputs are available to vulnerable livestock breeders and farmers affected by shocks. |
### Outcomes | Outcome indicators
--- | ---
26. Models and practices around sustainable permaculture and environmentally safe farming techniques, developed and disseminated to all stakeholders in the agricultural sector. | 26.1. Small-scale female and male farmers' access to knowledge about management of natural resources, environmentally safe and permaculture farming, and mechanisms to develop new crops and products with economic value, as well as marketing mechanisms.  
26.2. Agriculture cooperative and CBO representatives indicate using new techniques to market their products as well as their members.  
26.3. Number of agricultural policies adopted by duty bearers. | 26.4. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.5. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.6. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.7. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.8. Number of awareness sessions and workshops organized around permaculture, environmental friendly and traditional farming techniques, marketing, etc., and number of participants in each session. | 26.9. Selection of agricultural cooperatives and CBOs.  
26.10. Determining needs of cooperatives and CBOs.  
26.11. Designing capacity building programs for cooperatives and CBOs (training, strategy development, systems, business plans, networking, etc.).  
26.13. Coaching and practical implementation of the capacity building programs.  
26.14. Facilitating the establishment of community forums of value chains (such as dairy producers, olive farmers, etc.).  
26.15. Facilitating the process of preparation of information and studies.  
26.16. Facilitating meetings and implementation of forum activities.  
26.17. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.18. Number of advocacy campaigns organized in agricultural policies, and topics. | 26.19. Number of training sessions organized for farmers, aggregated by topic.  
26.20. Number of participants in training sessions, aggregated by sex and geographical area.  
26.21. Number of awareness sessions and workshops organized around permaculture, environmental friendly and traditional farming techniques, marketing, etc., and number of participants in each session. | 26.22. Selection of agricultural cooperatives and CBOs.  
26.23. Determining needs of cooperatives and CBOs.  
26.24. Designing capacity building programs for cooperatives and CBOs (training, strategy development, systems, business plans, networking, etc.).  
26.25. Provision of necessary equipment and tools for cooperatives and CBOs.  
26.26. Coaching and practical implementation of the capacity building programs.  
26.27. Facilitating the establishment of community forums of value chains (such as dairy producers, olive farmers, etc.).  
26.28. Facilitating the process of preparation of information and studies.  
26.29. Facilitating meetings and implementation of forum activities.  
26.30. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.31. Number of forums established.  
26.32. Number of participants.  
26.33. Number of advocacy campaigns organized in agricultural policies, and topics. | 26.34. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.35. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.36. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.37. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.38. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.39. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.40. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.41. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.42. Number of cooperatives and CBOs supported.  
26.43. Number of cooperative and CBO representatives trained, aggregated by sex, geographical area and nature of training.  
26.44. Number of income generating projects established or developed at cooperatives and CBOs. | 26.45. Number of forums established.  
26.46. Number of participants.  
26.47. Number of advocacy campaigns organized in agricultural policies, and topics. | 26.48. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.49. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.50. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.51. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.52. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.53. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.54. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.55. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.56. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.57. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.58. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.59. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.60. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.61. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.62. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. | 26.63. Preparation of brochures, studies and applied research about new and innovating techniques in sustainable permaculture and environmental friendly farming, urban  
26.64. Number of publications and applied research produced in sustainable permaculture and environmentally friendly farming techniques, water harvesting,  
26.65. Farmers are exposed to and pilot sustainable, safe and environmentally friendly  
26.66. Community forums established for the coordination, exchange of experience, joint planning and implementation of advocacy campaigns in agricultural policies. |
### MA’AN Development Center Strategic Plan (2016-2020)

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
<th>Outputs</th>
<th>Output indicators</th>
<th>Key activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.2.4.2.</td>
<td>Implementation of urban agriculture models with households in Gaza.</td>
<td>agriculture, water harvesting, compost, etc.</td>
<td></td>
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</tr>
<tr>
<td>2.2.4.3.</td>
<td>Organization of training programs and coaching to disseminate models on farmers.</td>
<td></td>
<td>Organization of sessions and conferences to exchange knowledge around best practices in sustainable permaculture and environmental friendly farming, as well as the models that have been developed by MA’AN.</td>
<td></td>
</tr>
<tr>
<td>2.2.4.4.</td>
<td>Development of new practical techniques at Beit Qad Farm, so as to be an agricultural and educational hub for farmers.</td>
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<tr>
<td>31.</td>
<td>Number of environmental initiatives launched by the local community (school students, youth, CBOs, etc.)</td>
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<tr>
<td>32.</td>
<td>Targeted school and university students, as well as journalists indicate an increased interest in preserving and protecting the environment, as well as the sustainability of natural resources.</td>
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<tr>
<td>2.3.1.</td>
<td>School and university students access knowledge about environmental issues, as well as sustainable permaculture.</td>
<td></td>
<td>2.3.1.1. Organization of workshops and meetings with school and university students.</td>
<td></td>
</tr>
<tr>
<td>2.3.1.2.</td>
<td>Organization of tours to school and university students at Beit Qad Farm.</td>
<td></td>
<td>2.3.1.2. Organization of tours to school and university students at Beit Qad Farm.</td>
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</tr>
<tr>
<td>2.3.1.3.</td>
<td>Supporting students in establishing their environmental and agricultural initiatives at their local communities and schools (school gardens, etc.).</td>
<td></td>
<td>2.3.1.3. Supporting students in establishing their environmental and agricultural initiatives at their local communities and schools (school gardens, etc.).</td>
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</tr>
<tr>
<td>2.3.1.4.</td>
<td>Organization of training programs and coaching to disseminate models among university students.</td>
<td></td>
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<tr>
<td>2.3.2.</td>
<td>Knowledge about environmental issues and sustainable permaculture farming is available to the local community of journalists, organizations and other stakeholders at national level.</td>
<td></td>
<td>2.3.2.1. Preparation and dissemination of studies and periodic reports.</td>
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<tr>
<td>2.3.2.2.</td>
<td>Development of the webpage and social media tools to discuss environmental and agricultural issues.</td>
<td></td>
<td>2.3.2.2. Development of the webpage and social media tools to discuss environmental and agricultural issues.</td>
<td></td>
</tr>
<tr>
<td>2.3.2.3.</td>
<td>Development of manuals about best practices in permaculture.</td>
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<td>2.3.2.3. Development of manuals about best practices in permaculture.</td>
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<tr>
<td>2.3.2.4.</td>
<td>Preparation of environmental and agricultural documentaries and movies.</td>
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<td>2.3.2.4. Preparation of environmental and agricultural documentaries and movies.</td>
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<tr>
<td>2.3.2.5.</td>
<td>Organization of talk shows sessions and annual conferences about environmental and agricultural issues.</td>
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<td>2.3.2.5. Organization of talk shows sessions and annual conferences about environmental and agricultural issues.</td>
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</tbody>
</table>
### Third strategic objective: To promote the engagement of adolescents and youth as vehicles driving social cohesion in their local communities

<table>
<thead>
<tr>
<th>Outcomes</th>
<th>Outcome indicators</th>
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<th>Output indicators</th>
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</tr>
</thead>
<tbody>
<tr>
<td>33. % of adolescents and youth that indicate an improvement in their knowledge, leadership skills, and behavioral attitudes, as well as mechanisms to adapt with their communities and deal with real challenges.</td>
<td>3.1. Adolescents and youth access knowledge about leadership and life skills, active citizenship, and mechanisms to adapt to their communities and deal with real challenges.</td>
<td>57. Number of training courses, sessions and activities organized for adolescents and youth. 58. Number of participants in training courses, sessions and activities, aggregated by sex and geographical area.</td>
<td>3.1.1.1. Organization of sessions, encounters, and training sessions for adolescents and youth about leadership skills, active citizenship, like negotiation, communication, dealing with peers, role of youth in social and political development of their communities, etc. 3.1.1.2. Organization of sessions and encounters around life skills and mechanisms for positive adaptation and dealing with real challenges. 3.1.1.3. Organization of awareness workshops about local and national issues that concern adolescents and youth. 3.1.1.4. Organization of activities (summer camps, open days, national campaigns, trips, camping, etc.) about the role of adolescents and youth in social and national issues.</td>
<td>3.1.2.1. Training of adolescents and youth in how to determine needs and design initiatives, as well as implement and evaluate them. 3.1.2.2. Plan with adolescents and youth how to organize their social community initiatives at local level (such as voluntary campaign, campaign to construct a community garden, rehabilitate a health facility, etc.). 3.1.2.3. Provision of technical, logistic and financial support to CBOs and youth and adolescents groups to implement their initiatives in their communities. 3.1.2.4. Network with national organizations and interested stakeholders to support adolescents and youth initiatives. 3.1.2.5. Organizational of social, cultural and sport activities.</td>
</tr>
</tbody>
</table>

| 34. Local community representatives, including schools, local councils and parents, indicate their support to the issues and concerns and interests of adolescents and youth. | 3.2.1. Employees and representatives at local institutions, including schools, CBOs and local councils, access knowledge and necessary skills to deal with teenagers and mechanisms to support | 59. Number of adolescents and youth groups established and number of participants in each group. 60. Number of community initiatives launched by adolescents and youth at local and national levels. 61. Number of volunteers from outside the communities and participating in the local initiatives (schools and university students at national level). | 3.2.1.1. Organization of training sessions with school teachers around social and psychosocial issues. 3.2.1.2. Organization of awareness workshops and encounters. |

<p>| 3.2. Local community supports issues and concerns of adolescents and youth, as well as their interests | | | | |</p>
<table>
<thead>
<tr>
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<th>Output indicators</th>
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<tr>
<td>youth as community priorities.</td>
<td>3.2.2. Cultural, social and sport community spaces that are youth and adolescents’ friendly, and correspond to their learning and development needs, as well as enable them to be active and creative.</td>
<td>64. Number of cultural, social and sport community spaces that have been rehabilitated or developed to be adolescents and youth friendly spaces.</td>
<td>3.2.2.1. Rehabilitation and development of youth and adolescents’ friendly spaces at CBOs and youth clubs. 3.2.2.2. Provision of equipment and tools for CBOs, clubs and schools. 3.2.2.3. Network with other organizations at local level.</td>
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<td></td>
<td>3.2.3. Parents of adolescents and youth access knowledge on mechanisms to interact with their children and support them.</td>
<td>65. Number of sessions organized. 66. Number of participants in the sessions. 67. Number of parent committees established, aggregated by geographical area.</td>
<td>3.1.3.1. Organization of awareness sessions and encounters about teenagers, and mechanisms to deal with teenagers, positive adaptation mechanisms, sexual harassment, and role of parents and local institutions to support adolescents and youth and enhance their self-confidence, etc. 3.1.3.2. Forming parents committees supportive to youth. 3.1.3.3. Organization of encounters between parents and officials.</td>
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</table>
### Fourth Strategic Objective: Advocate internationally and nationally level the right of marginalized Palestinian groups and communities in accordance with International Human Rights principles.

<table>
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</thead>
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<tr>
<td>4.1. National and international interest around violations of social, economic, and political rights of Palestinian communities and groups.</td>
<td>35. % increase in knowledge of targeted international and Palestinian public opinion makers about the social, economic and political rights of Palestinian communities and groups.</td>
<td>4.1.1. National and international advocacy campaigns organized based on priorities around rights issues (right to access natural resources, right to education, violation of Israeli occupation towards students in Area C and restricted areas in Gaza, rebuilding of Gaza, etc.)</td>
<td>4.1.1.1. Establishment of coalition with all relevant institutions.</td>
<td>4.1.2.1. Preparation of papers and publications about marginalized communities and violations of their rights.</td>
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<td></td>
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<td>4.1.1.2. Preparation of reports and studies.</td>
<td>4.1.2.2. Supporting the coordination with local institutions and committees.</td>
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<td>4.1.1.3. Designing of campaigns.</td>
<td>4.1.2.3. Organization of trips.</td>
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<td>4.1.1.4. Implementation of campaigns.</td>
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<td>70. Number of papers and publications prepared.</td>
<td>4.1.2.1. Preparation of papers and publications about marginalized communities and violations of their rights.</td>
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<td>71. Number of trips organized.</td>
<td>4.1.2.2. Supporting the coordination with local institutions and committees.</td>
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<td>72. Number of participants, aggregated by sex, nationality, and representation.</td>
<td>4.1.2.3. Organization of trips.</td>
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<tr>
<td>4.1.3. Participation in committees, coalitions, networks and sector groups at national and international level.</td>
<td></td>
<td>73. Number of participation in committees, coalitions, networks and sector groups at national and international level.</td>
<td>4.1.3.1. Preparation of papers, studies, reports and films about social, economic and political violations of rights of communities and groups.</td>
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<tr>
<td></td>
<td></td>
<td>74. Number of papers and studies prepared.</td>
<td>4.1.3.2. Attending meetings of committees, coalitions and networks at national and international level as a representative of civil society organizations.</td>
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<tr>
<td>4.2. Community activists and CBOs are active in claiming their individual and group rights.</td>
<td>36. Number of campaigns and initiatives organized by community activists and CBOs to claim their individual and group rights.</td>
<td>4.2.1. Community committees established and include youth and women activists, social leaders, and local community based organizations.</td>
<td>4.2.1.1. Community mobilization of committee members.</td>
<td>4.2.2.1. Training of committee members to determine their issues, design and implement their campaigns and initiatives to claim their rights.</td>
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<td>4.2.1.2. Provision of logistic and technical support to establish the committees and facilitate their activities.</td>
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<td>4.2.2. Logistic and technical support available to community activists to claim their rights.</td>
<td>4.2.2.2. Provision of logistic support to committees.</td>
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<tr>
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<td>4.2.2.1. Training of committee members to determine their issues, design and implement their campaigns and initiatives to claim their rights.</td>
<td>4.2.2.3. Facilitate networking with organizations and stakeholders at local level.</td>
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</table>
### Fifth strategic objective: To develop MA'AN’s capacity towards achieving its vision and objectives

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>5.1. MA’AN’s governance and leadership bodies are more active in achieving the organization’s mission.</td>
<td>37. % increase in the number of activities related to MA’AN’s work that the Board and General Assembly members participate in.</td>
<td>79. % renewal in General Assembly membership at the end of each year, aggregated by geographical representation of the different districts in the West Bank and Gaza.</td>
<td>5.1.1.1. Increase number of General Assembly members, to ensure inclusion of youth, as well as take into account gender and geographical area distribution (particularly in Gaza).</td>
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<td>80. Number of General Assembly members in the annual meetings and the number of meetings.</td>
<td>5.1.1.2. Establish a special group on Facebook for the General Assembly, Board Members and employees.</td>
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<td>81. Number of activities that General Assembly members participate in at the end of each year.</td>
<td>5.1.1.3. Organize activities and visits for General Assembly members to participate in MA’AN’s activities in the various districts.</td>
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<td>82. Number of General Assembly members participating in every activity.</td>
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<td>5.1.1. Membership of the Board and General Assembly is expanded and activated.</td>
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<td>5.2. MA’AN’s resources.</td>
<td>38. Number of employees that</td>
<td>83. Board Manual updated and disseminated to all members.</td>
<td>5.1.2.1. Updating of the Board manual and disseminating it to all members.</td>
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<td>5.2.1. Policies and systems for the</td>
<td>84. Number and nature of external activities that Board members participate in and the number of Board members in each activity.</td>
<td>5.1.2.2. Prepare and implement a plan of action related to the role of the Board, particularly in relation to fundraising and development of proposals.</td>
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<td>85. % satisfaction of Board members from MA’AN’s performance and the importance of the center.</td>
<td>5.1.2.3. Organize activities and visits for the Board members to donors, partners, private sector and national and international development institutions.</td>
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<td>5.1.2.1.1. Revision of the organizational structure and job descriptions.</td>
<td>5.1.2.4. Facilitate the participation of Board members in workshops, networks and meetings.</td>
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<td>5.1.2.5. Periodic assessment of the Board role, particularly in relation to fundraising.</td>
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<td>5.1.2.6. Develop a Management Information System and reports submitted from the executive management to the board, and based on this strategy.</td>
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<td>5.1.3.1. Organize period sessions between Board members and employees in the West Bank and Gaza (Cup of coffee encounter).</td>
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<td>5.1.3.2. Activate the role of the Employees Committee.</td>
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<td>5.1.3.3. Organize periodic social activities for the employees, Board and General Assembly members.</td>
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<td>3.1.5. Board members periodically communicate with employees.</td>
<td>5.1.3.1.1. Organize period sessions between Board members and employees in the West Bank and Gaza (Cup of coffee encounter).</td>
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<td>5.1.3.2. Activate the role of the Employees Committee.</td>
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<td>5.1.3.3. Organize periodic social activities for the employees, Board and General Assembly members.</td>
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<td>86. عدد اللقاءات التي تم عقدها ما بين مجلس الإدارة والموظفين في نهاية كل عام.</td>
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<td>87. Number of encounters organized between Board members and employees at the end of each year.</td>
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<td>88. % satisfaction of employees about the nature of relation and communication with the Board of Directors.</td>
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<td>89. Number of updated and implemented policies and systems.</td>
<td>5.2.1.1. Revision of the organizational structure and job descriptions.</td>
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<td>Outcomes</td>
<td>Outcome indicators</td>
<td>Outputs</td>
<td>Output indicators</td>
<td>Key activities</td>
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<td>systems and external relations are enhanced</td>
<td>indicate professional improvements in areas related to their work, as a result of the training and guidance received.</td>
<td>human and financial management, as well as procurement are clear and disseminated.</td>
<td>90. MA’AN’s staff is committed to work according to the systems. 91. Employees indicate their knowledge of the various human and financial policies and system, as well as their clarity.</td>
<td>5.2.1.2. Activate the salary scale. 5.2.1.3. Revision of employees’ performance tools. 5.2.1.4. Update the administrative manual and procedures to enhance the work environment and to include vacations, attendance, as well as the recruitment of employees and volunteers. 5.2.1.5. Revision and update of the financial policies and procedures, as well as the procurement manual. 5.2.1.6. Develop the contractors’ database. 5.2.1.7. Disseminate periodically all general policies and work strategies, as well as Board decisions, and all administrative and financial procedures to all employees. 5.2.1.8. Translation of administrative and financial manuals and bylaws to English.</td>
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<td>towards achieving its mission and objectives.</td>
<td>39. % increase in the number of donors at the end of each year.</td>
<td>92. Number of training days that employees participate in and the number of employees participating in the training at the end of each year. 93. % satisfaction of employees about the training received. 94. Number of sessions organized to enhance internal relations. 95. MA’AN staff indicates that the work environment is healthy, positive, stimulates work and is supportive to social and human relations.</td>
<td>5.2.2.1. Conduct an annual employees performance evaluation 5.2.2.2. Assess training needs annually and based on the employees performance evaluation. 5.2.2.3. Prepare a capacity building plan for MA’AN and for each employee as per the training needs assessment. 5.2.2.4. Implement a capacity building program to enhance experience of employees, and build their skills as well as their knowledge in community development and MA’AN’s specialization. 5.2.2.5. Organize an annual retreat, trips and social encounters that will enhance the internal relations. 5.2.2.6. Develop the incentive system. 5.2.2.7. Activate the monthly meetings between the executive management and employees, and within each department.</td>
<td>5.2.2.1. Establish a committee to fundraise. 5.2.2.2. Develop the sustainability fund. 5.2.2.3. Develop mechanisms for annual and quarterly financial planning, as well as budget preparation based on program in the West Bank and Gaza. 5.2.2.4. Prepare new proposals and open relations with new organizations. 5.2.2.5. Organize activities to Arabic and international donor organizations. 5.2.2.6. Establish new partnerships with the private sector to mobilize resources under the social responsibility. 5.2.2.7. Organize a meeting with all donors to present the plan and establish core funding. 5.2.2.8. Develop mechanisms to rationalize expenditures between programs.</td>
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<td>40. % satisfaction of partners regarding MA’AN’s relations.</td>
<td>96. Number of new relations established with potential donors at the end of each year. 97. % increase in the sustainability fund capital.</td>
<td>5.2.3.1. Establish a committee to fundraise. 5.2.3.2. Develop the sustainability fund. 5.2.3.3. Develop mechanisms for annual and quarterly financial planning, as well as budget preparation based on program in the West Bank and Gaza. 5.2.3.4. Prepare new proposals and open relations with new organizations. 5.2.3.5. Organize activities to Arabic and international donor organizations. 5.2.3.6. Establish new partnerships with the private sector to mobilize resources under the social responsibility. 5.2.3.7. Organize a meeting with all donors to present the plan and establish core funding. 5.2.3.8. Develop mechanisms to rationalize expenditures between programs.</td>
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<td>3.2.5. Financial resources at MA’AN are</td>
<td>3.2.5. Financial resources at MA’AN are available and sustainable.</td>
<td>96. Number of new relations established with potential donors at the end of each year. 97. % increase in the sustainability fund capital.</td>
<td>5.2.3.1. Establish a committee to fundraise. 5.2.3.2. Develop the sustainability fund. 5.2.3.3. Develop mechanisms for annual and quarterly financial planning, as well as budget preparation based on program in the West Bank and Gaza. 5.2.3.4. Prepare new proposals and open relations with new organizations. 5.2.3.5. Organize activities to Arabic and international donor organizations. 5.2.3.6. Establish new partnerships with the private sector to mobilize resources under the social responsibility. 5.2.3.7. Organize a meeting with all donors to present the plan and establish core funding. 5.2.3.8. Develop mechanisms to rationalize expenditures between programs.</td>
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<td>5.2.4. MA’AN is active participant in national and international committees related to its work.</td>
<td>98. Availability of a media communication strategy. 99. Number of encounters that MA’AN representatives participate in. 100. Number and topics of technical papers developed by MA’AN.</td>
<td>5.2.4.1. Develop a media communication strategy. 5.2.4.2. Continue developing and disseminating brochures and information about MA’AN (Brochures, webpage, etc.). 5.2.4.3. Hire public relation and fundraising officer. 5.2.4.4. Continue to participate in national and international committees and coalitions. 5.2.4.5. Join new international networks. 5.2.4.6. Prepare papers and publications to present in coalitions and committees.</td>
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<td>5.3. Joint knowledge building and learning is more effective at MA’AN.</td>
<td>41. Annual reports include clear information about progress towards achieving outcomes and outputs. 42. Employees and partners indicate clear policies and work procedures at MA’AN.</td>
<td>5.3.1. Operation manuals for the key programs are developed. 5.3.2. Monitoring, Evaluation and Learning (MEL) system that is results based is implemented</td>
<td>5.3.1.1. Develop procedures and forms for the key programs and for the main phases in implementing community development approach (community mobilization, forming groups/committees, determining community needs, project implementation, participatory monitoring and evaluation, strategic review). 5.3.1.2. Periodic revision of working procedures. 5.3.2.1. Develop a MEL and MIS systems that produce period reports about MA’AN’s performance, to include also lessons learnt and documents success stories. 5.3.2.2. Training of staff to implement the MEL system, and how to document lessons learnt. 5.3.2.3. Implementing MEL system periodically. 5.3.2.4. Annual revision of the MEL system and the results chain. 5.3.2.5. Preparation of annual plans and budgets for programs. 5.3.2.6. Two-years assessment of MA’AN’s programs. 5.3.2.7. Support research of university students to build lessons learned and their dissemination in areas related to MA’AN’s specialization.</td>
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