



The Applied Research Institute - Jerusalem (ARIJ)
Towards a Sustainable Palestine

ARIJ Strategy 2018-2022



A Rights-Based Approach For
Sustainable Development in Palestine

May 2017

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1. INTRODUCTION

This strategy is mainly aimed for the development of the Palestinian communities taking into account the right based approach, which states that all people should be treated equally in the access to the resources and the means of sustainable development towards increasing the level of human security. These are the core values that entrenched in ARIJ. The healthy and sustainable development of any society must be built on the foundation of mutual respect between humans and their rights to have democratic principles and rules.

Like a thorn in a throat, 2017 marks 50 years for the prolonged Israeli occupation, it remains a fundamental constraint to sustainable development and the main cause of environmental degradation in the Israeli-occupied Palestine. Israeli interests in the Palestinian land and resources have dispossessed the Palestinian people of the most basic human rights. Since 1967, the Israeli occupation policies and practices have violated the Palestinians' basic human rights. The Israeli complete seizure and control over the Palestinian land and natural resources, the lack of Palestinian sovereignty over their environment and natural resources, the lack of geopolitical integrity in Israeli-occupied Palestine, the Israeli dominance over the Palestinian economy, among others, all have resulted in depriving the Palestinian indigenous citizens from their basic human rights, including the right to development.

Thus, the Applied Research Institute – Jerusalem (ARIJ) has sought to formulate its five- year strategy “2018-2022” following:

- The Universal Declaration of Human Rights (UDHR). (See Annex 3)
- The Sustainable Development Goals (SDGs), officially known as “*Transforming our world: the 2030 Agenda for Sustainable Development*”. (See Annex 2)

And in line with:

- The National Strategic Plan and National Policy Agenda 2017-2022.
- The strategy of the Palestinian/Ministry of Education and Higher Education, Ministry of Local Government, Ministry of Tourism, Negotiations Affairs Department, Independent Commission for Human Rights, Palestinian Energy and National Resource Authority, Ministry of Agriculture, Environmental Quality Authority, Water Authority, Wall and Settlement Resistance Authority.

This five years strategy is to function as a guiding plan for ARIJ policy makers, in addition to all those who share ARIJ vision, mission and objectives.

2. ARIJ BACKGROUND

ARIJ was established in 1990 as a non-profit organization based in Bethlehem and is dedicated to promoting sustainable development in the occupied state of Palestine and the self-reliance of the Palestinian people through greater control and improved management of their natural resources. ARIJ enjoys the service of 31 professionals and 2 honorary members who constitute the General Assembly of the institution. Their specializations cover a range of fields, including: Accounting, Engineering, Urban and Physical Planning, Business and Management, Information Technology, History, Psychology, Economics, Science and more. They provide ARIJ Administrative Committee with plans, policies and strategic guidance, and approve each year's financial and administrative reports and next year's plan.

Every three years, ARIJ General Assembly elects nine new members to act as the Administrative Committee and to be responsible for implementing and following up on the strategies and policies set by the General Assembly. The Administrative Committee is committed to financial reliability, effective management, transparency, good governance and strategic planning for the future.

As of 2017, ARIJ employs, on average, 40 skilled and highly qualified staff. The staff members have diverse and varying levels of education, ranging from Diplomas, Bachelor's degrees, Master's Degrees, Doctorate degrees and Post Doctorate Degrees. And because ARIJ believes that the combination of technical, organizational and personal competency is what ensures successful performance, ARIJ continues developing its human resource capacities through offering and/or encouraging staff to apply for scholarships for professional and educational development.

ARIJ Organizational Chart:

3. ARIJ PROGRAMS

ARIJ has concentrated on integrating rights-based approach into its four programs in order to ensure that the results and rights can be fulfilled more effectively through the implementation of ARIJ activities.

ARIJ has four main programs:

1. Natural Resource Program.
2. Sustainable Agriculture Program.
3. Information Technology Program.
4. Good Governance Program.

ARIJ has been disseminating its broad range of expertise within the local, regional and international arenas. Moreover, ARIJ provides technical and professional support for a diverse range of fields through its implementation of various developmental projects, research projects and consultancies on both the national and international levels. These fields include: agriculture, biodiversity, food security, socio-economy, geo-informatics, urbanization monitoring, physical planning, water, environment, information technology and systems, alternative and renewable energy, human rights and good governance.

4. VISION

ARIJ's vision is **"Towards a Sustainable Palestine"**. This vision reflects the national aspiration of every Palestinian to live in an independent and self-sustaining Palestinian state that has complete sovereignty over its natural wealth and resources and a comprehensive development strategy within a framework of democracy, transparency and good governance.

Article 1 of the Declaration on the Right of Development United Nations charter which states that "(1) the human right to development is an inalienable human right by virtue of which every human person and all people are entitled to participate in, contribute to and enjoy economic, social, cultural and political development, in which all human rights and fundamental freedoms can be fully realized. The human right to development also implies the full realizations of the right of people to self-determination, which includes ...the exercise of the inalienable right to full sovereignty over all their natural wealth and resources."

5. MISSION

ARIJ is organized to provide tools for self-sufficiency and sustainability with focus on distressed and vulnerable Palestinian communities. ARIJ continues to articulate its clear mission goals, which are understood by all the stakeholders. The objectives and strategic plans of ARIJ spring from the following mission goals:

-  Promoting sustainable development in Palestine.

- ✦ Promoting values of gender equity, integrity, principles of transparency and systems of accountability in the various Palestinian sectors.
- ✦ Introducing environmentally sound options, and contributing in formulating policies, strategies, and decisions to conserve natural resources and sustain their management.
- ✦ Promoting self-reliance for the Palestinian people through greater control over their natural resources.
- ✦ Advocating for the Palestinian human rights and human security.
- ✦ Augmenting the local stock of scientific, technical knowledge, and appropriate technology.
- ✦ Contributing in agro-food self-sufficiency in the vulnerable and marginalized communities.
- ✦ Promoting green technology through the use of alternative and renewable energy.

6. VALUES & PRINCIPLES

The following values and principles guide ARIJ in its mission:

- ✦ Operating on the principles of local empowerment, participatory governance, demand-responsiveness, administrative autonomy, greater downward accountability, and enhanced local capacity; giving control over planning decisions and investment resources to community groups and local governments.
- ✦ Adopting key developmental principles of equity, efficiency, participation, empowerment and sustainability.
- ✦ Focusing on the role of society in managing natural resources and participating in the development of national strategies, plans, and in the decision-making process.
- ✦ Targeting the poor and marginalized people; treating them as assets and partners in the search for sustainable solutions to development challenges.
- ✦ Targeting the women in developmental projects; recognizing the political, economic, and social participation and leadership of women.
- ✦ Promoting values of integrity, principles of transparency and systems of accountability in the various Palestinian sectors, contributing to the building a national integrity system.
- ✦ Fostering innovation and ongoing capacity-building on the individual and institutional levels; developing human and infrastructure resources.
- ✦ Fostering greater collaboration and networking among organizations working towards common goals.
- ✦ Supporting the human right to water and sanitation that entitles everyone to sufficient, safe, acceptable, physically accessible and affordable water for personal and domestic uses.
- ✦ Supporting the human right to a clean and healthy environment by protecting the nature for the benefit of present and future generations.

7. FIELDS OF INTERVENTION

- ✦ Developing and undertaking research in the fields of environment, land and

water resources.

- + Promoting agricultural production, rural development, commercial and marketing capacity, and seed improvement.
- + Motivating best practices, urbanization and municipal planning, rural and urban development.
- + Implementing activities relating to food security and environmental management.
- + Conducting baseline community profiles; surveying natural, human, socioeconomic resources including existing limitations and needs assessment.
- + Improving and developing practices of wastewater, solid waste, water resources, land use, biodiversity and desertification.
- + Utilizing green and renewable energy for the needy and vulnerable groups in Palestine and campaigning against climate change.
- + Applying and using geographic information system, remote sensing, map production, and database management.
- + Implementing environmental impact and needs assessments in the occupied state of Palestine.
- + Implementing and applying software development, web sites, databases and office automation.
- + Empowering civil society involvement in gender equity, access to better life, decision making and good practices.
- + Intensifying local community empowerment and improvement of technical capacity, in addition to capacity building and advocacy in good governance, transparency and accountability.

8. INSTITUTIONAL ANALYSIS AND THE DEVELOPMENT OF THE STRATEGIC PLAN

For the purpose of formulating ARIJ strategy for the coming five years “2018-2022”, four institutional analyses and capacity building needs assessment tools were used. All tools were conducted following a participatory approach.

The first assessment tool was developed by the NGO Development Center (NDC). It was developed to accurately measure the compliance level of the Palestinian NGOs Code of Conduct and committed to good practices which includes compliance with covenants and laws, priorities of development, participation , networking & coordination, transparency, accountability, equality & inclusiveness, good governance, prevent conflict of interest, influence & effectiveness, NGOs integrity, dispute Resolution.

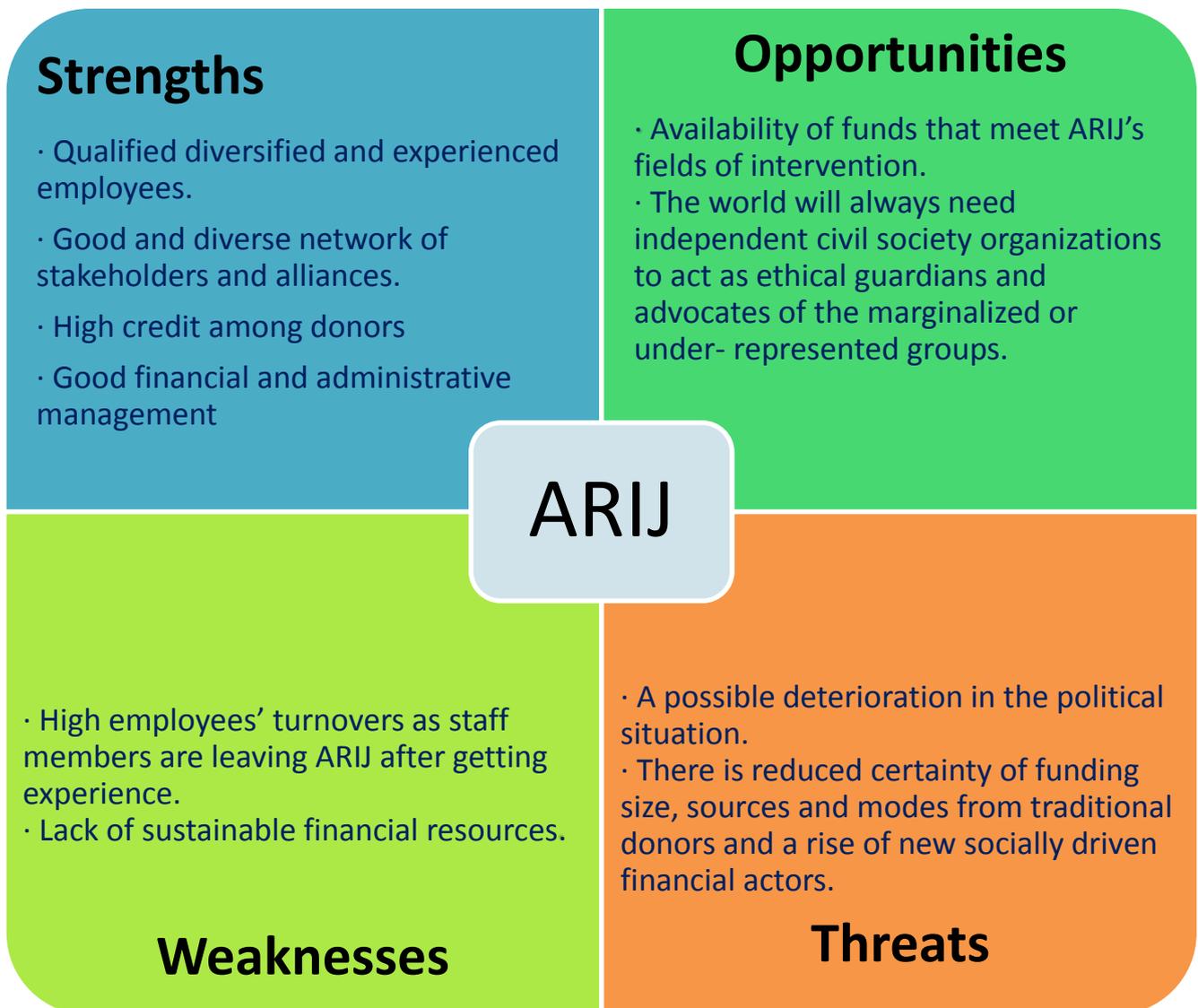
The Second tool was developed by Swedish International Development Cooperation Agency (SIDA) and implemented by We Effect. The assessment tool is called “Octagon” because of the 8 areas that it measures. The Octagon is a tool to assess the strengths and weaknesses of organizations. This tool evaluated organizational capacities in three distinct areas: Internal Organization, External Relations and Program Performance.

The third tool is the assessment of institutional impact which was done by a private consultant Professor Viktoria Waltz. It evaluated ARIJ's projects impact on the

Palestinian communities and stakeholders, regarding programs, general presentation, services, reports and publications.

The fourth institutional analysis tool that was used to develop the strategic plan is the assessment of the institutional capacities. Thus, strengths, weaknesses, opportunities, and threats, (SWOT) analysis tool, were identified. The SWOT analysis was updated in February 2017; ARIJ staff participated by filling out the SWOT analysis table and suggested appropriate strategies for ARIJ (i.e. filling the TOWS table). In addition, each of ARIJ staff contributed in the strategic vision for the coming five years.

Based on the findings of the above mentioned tools the following, a comprehensive SWOT analysis table was developed.



9. ARIJ STRATEGY FOR THE COMING FIVE YEARS “2018 - 2022”

ARIJ five years strategic plan was developed based on the findings of the four institutional analysis tools mentioned in the previous section. During the coming five years “2018 - 2022” ARIJ will continue its work to support the human rights and further to promote sustainable development of the Palestinian people. ARIJ further recognizes that only proper policies and management can achieve the challenges of balancing social development and Human rights. Thus, ARIJ will continue its efforts to develop its research capabilities and programs to protect the fragile Palestinian society that is subjected to tremendous stress due to the ongoing political conflict.

9.1. STRATEGIC VISION

Towards achieving human rights and sustainable development in Palestine.

9.2. GOALS AND OBJECTIVES

To meet its strategic vision, mission, values and principles; ARIJ has developed and formulated these strategic goals and objectives within its four main programs for the coming five years “2018-2022”:

Goal 1: To disseminate information related to sustainable development in Palestine.

Objective 1.1: To improve dissemination of ARIJ’s reports and work to the various stakeholders.

Goal 2: To promote good governance and democracy in Palestine.

Objective 2.1: To promote inclusive and accountable decision-making.

Objective 2.2: To promote effective public service delivery and government responsibility.

Objective 2.3: To promote equitable civic participation and voice.

Objective 2.4: To promote government fair policies and openness

Objective 2.5: To increase women and youth participation in economic development.

Goal 3: To improve access to affordable, reliable and sustainable green technologies in Palestine.

Objective 3.1: To Increase accessibility and scaling-up eco-friendly green technologies in Palestine, especially at the household/neighborhood levels.

Goal 4: To promote sound natural resource management

Objective 4.1: To improve management of environment and utilization of land and water resources.

Objective 4.2: To enhance conservation, management and utilization of Palestinian natural ecosystems and biodiversity.

Objective 4.3: To contribute in minimizing the climate change and variability impact by increasing the resilience of vulnerable Palestinian communities.

Goal 5: To contribute in improving the livelihood of the Palestinian society.

Objective 5.1: To improve food security, agro-practices, marketing procedures, and economic conditions on household, communities and national level.

Objective 5.2: To achieve sustainable management for controlled harvesting of Palestinian economic plant species.

Objective 5.3: To assess the livelihood conditions and opportunities for development at Palestinian localities.

Goal 6: To enhance natural and land-scape cultural heritage in Palestine.

Objective 6.1: To implement world heritage best practices in the conservation and management of Palestinian heritage sites.

Objective 6.2: To promote the development of rural tourism activities in Palestine for sustainable and environmentally friendly economic growth.

Goal 7: To play an active role in advocating for the Palestinian human rights under the prolonged Israeli occupation; including the right to self-determination as inscribed in the United Nations Charter and the International Covenant on Civil and Political Rights

Objective 7.1: To advocate for Palestinian human rights under the prolonged Israeli occupation.

Goal 8: To adapt ARIJ managerial performance to local and international standards.

Objective 8.1: To enhance the performance of ARIJ Administrative Committee (AC) & General Assembly (GA)

Objective 8.2: To improve resource mobilization and devising new approaches of fundraising.

Objective 8.3: To strengthen ARIJ organizational & Human Resource capacity.

Objective 8.4: To promote gender equality and women's empowerment

Objective 8.5: To increase ARIJ's resilience to crises and risks.

9.3. ARIJ STRATEGIC PLAN

ARIJ has formulated its five years strategic plan in which a set of objectives with carefully written tasks on how to achieve them, combined with realistic results and smart indicators to ensure that each goal of ARIJ will be met at the end of the five year plan. The responsibility of achieving each result was assigned to a certain department/program.

Last but not least, in this strategy, ARIJ will include the sustainable development goals to showcase the link between ARIJ goals in relation to the SDGs and human rights that were formulated by the UN (See Annex 2 & 3). It should be noted that the full implementation of this five-year strategic plan requires the availability of human and financial resources. As a result, the success of achieving the strategic plan will be evaluated based on the availability of the required resources during these five years. Therefore, this plan is to be reviewed by the end of each calendar year and modified when needed.

Goal 1: To disseminate ARIJ research & information related to sustainable development in Palestine.

Objective 1.1: To improve dissemination of ARIJ's reports and work to the various stakeholders			
Tasks	Results	Indicator	Responsibility
1. Continue being a reliable, known source of knowledge	ARIJ disseminated its information locally and internationally. By attending/joining: <ul style="list-style-type: none"> ✓ 50 presentations of results/findings/ and innovative research/year. ✓ 20 conferences ✓ 50 workshops ✓ 3 memberships in organizations/networks 	# of presentations	Adm. Unit & ICT department in collaboration with all departments in ARIJ
		# of attendance in conferences.	
		# of participation in workshops.	
		# of membership	
2. Diversify communication channels via websites, social media, and publications.	Increased visibility of ARIJ research results, actions, and development projects to outreach the general public, academics, public institutions, grassroots initiatives and private sector. <ul style="list-style-type: none"> ✓ Increased unique IP visits to ARIJ website by 5% ✓ Increased, followers of multiple social media platforms by ARIJ (Facebook, Twitter, YouTube, LinkedIn...etc.) by 5% ✓ Increased reports and studies on ARIJ website, and peer-reviewed articles by 5%. 	% of unique IP visits to ARIJ website,	Adm. Unit & ICT department in collaboration with all departments in ARIJ
		# of followers on the different social media sites	
		# of reports and studies.	
3. Partner up with media outlets	An MOU, program and strategic partnership with a Media is developed to increase ARIJ visibility and advocacy actions.	# of media broadcasts / year	Adm. Unit & ICT department in collaboration with all departments in

	Through partnerships, ARIJ contributed to at least 20 mass media broadcasts / year, advocating for policy changes towards achieving GG, democracy, gender equality, women and youth economic empowerment, sustainable development in the fields of water management, wastewater and solid waste management, sustainable consumption and production, climate-smart agro-ecology, and conservation of natural and cultural heritage.		ARIJ
4. Network with regional and national related institutions	A database of partner organizations/institutions/academics is developed.	# of regional/international institutions/experts collaborating with ARIJ.	
	Three MoU(s)/year facilitating collaboration with relevant institutions (state-, and non-state) are signed.	# of MoU(s)/year signed	
	Membership in additional 1 networks/year such as climate change research network, global applied research network, etc.	# of Membership in networks/year	
5. Create special tools and mechanisms for effective dissemination of information	Produced 5 InfoGraphs and 10 published reports (fact sheets, practical guides, success stories).	# of InfoGraphs	
		# of reports published	
6. Disseminate ARIJ reports in languages other than English.	Produced Bi-lingual websites (Arabic & English)	% of content in both languages	

Goal 2: To promote good governance and democracy in Palestine.

Objective 2.1: To promote inclusive and accountable decision-making.			
Tasks	Results	Indicator	Responsibility
1. Increase civil accountability toward decision makers	5% of the beneficiaries (community members we are working with) were able to describe the core action plans of their municipalities.	% of community members who can describe the core content of their municipal plans.	Good Governance Program
	10% of the community able to identify how they could access information on local and national plans	% of community members who can identify how they can access information about local and national plans.	
2. Increase transparency among CSOs, Local and national government Bodies	10 local councils publically published their financial reports	# of local councils that make budgets/financial reports available to citizens "in good time" during the planning stage	

Objective 2.2: To promote effective public service delivery and government responsibility.			
Tasks	Results	Indicator	Responsibility
1. Increase CSOs, Local and national bodies' responses to the community needs.	5 projects planned in a participatory approach	# of participatory approach projects implemented	Good Governance Program
	At least 25% of community members used the public services.	% of community members that use public infrastructure.	
2. Act as a trusted agent to convene other for agenda setting and positive change.	Increased in community members satisfaction by 10%	% of community members that express satisfaction about the infrastructure implementation process.	
	Increase in community member feel that their communities more capable to meet their needs by 5%.	% of change in the degree to which community members feel their communities are more capable of meeting their needs.	

3. Advocate toward more efficiency and effective Work within the government bodies.	10 local government units implemented projects in a participatory approach.	# of target local government units implementing investment or development plans with citizen input.	
4. Enhance government responsibility toward gender equality and mainstreaming in their projects	Gender equality increased	% of gender representative.	
	Governmental projects were more gender mainstreamed than before.	# Of projects that are gender mainstreamed.	

Objective 2.3: To promote equitable civic participation and voice.

Tasks	Results	Indicator	Responsibility
1. Increase equity and Inclusiveness in the community	5% of the citizens could describe at least three methods for contacting local governments.	% of citizens who can describe at least three methods for contacting local government.	Good Governance Program
	10% of the citizens were able to reach and hold discussion with local governments.	% of citizens that feel that they could have a “positive” discussion with a public official.	
	Increased in women participation by 5%	% of women participation	
2. Increase participation and democratic practices in CSO	Increase in community members attending by 3%.	% of citizens that attend community association [or local government-organized] activities.	
3. Build inclusive partnerships between CSOs	Increase in number of CSO communicating with local government by 10%	# Of CSO that have an opinion of willingness of public institutions to engage in dialogue.	Good Governance Program
	5 CSO established a dialogue platforms	# of joint activities implemented by CSOs	
	5 joint activities implemented by collations.		

Objective 2.4: To promote government fair polices and openness.

Tasks	Results	Indicator	Responsibility
1. Enhance government willingness and openness	Improved access to information	# of information available to public	Good Governance Program
2. Increase fair Polices toward vulnerable and marginalized citizens	New/modified policies to support the vulnerable and marginalized citizens	# of new polices implemented in favor of the vulnerable and marginalized citizens	

Objective 2.5: To increase women and youth participation in economic development.

Tasks	Results	Indicator	Responsibility
1. Create income generation opportunities for unemployed and fresh graduates	50 new women and youth joined cooperative sector	# of women and youth joined	All Programs
	5 entrepreneurship initiatives implemented through cooperatives	# of entrepreneurs initiatives implemented	
2. Improve relevance and economic capacities	10 new services provided by cooperative	# of new services provided	

Goal 3: To improve access to affordable, reliable and sustainable green technologies in Palestine.

Objective 3.1: To increase accessibility and scaling-up eco-friendly green technologies in Palestine, especially at the household/neighborhood levels.

Tasks	Results	Indicator	Responsibility
1. Develop and introduce eco-friendly tools and green practices.	Eco-friendly and financially viable alternatives to polluting practices of wastewater and solid waste management at scales ranging from household to community levels were developed. As follows: <ol style="list-style-type: none"> 1. Treatment efficiency increased by 5% and documented in a leaflet. 2. Sludge composting technology developed and tested (compost quality). 3. Cost of units/household decreased by 10% 	Treatment efficiency	WERD/Green Palestine
		Compost quality tests	
		Unit cost/household	
	At least one new hydroponics and/or aquaponics methods such as Deep Water Culture /Recirculating Deep Water culture / Deep water raft hydroponics Aquaponics were adapted and tested in the Palestinian Context	# of hydroponic or aquaponics system evaluated per year.	
2. Adopt new techniques, tools and green technologies to help in protecting and sustaining the natural resources	Drinking water generation through condensation is theoretically evaluated.	Feasibility report/study of using humidity condensation devices to generate drinking water.	
3. Promote the use of alternative and renewable energy in Palestine	At least one new business model to promote renewable energy especially PV systems was tested. Awareness campaign to promote PV systems and inform the public in layman's terms of technology benefits and financial cash flows from the PV system.	Number of new PV business models adapted.	

4. Promote the use of water saving technology (Domestic & Agriculture)	Increased percentage of households adopting technologies to reduce domestic water consumption by 10% and increased in water use efficiency (WUE) in agriculture by at least 5%.	% of household using water saving devices % change in WUE	
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Goal 4: To promote sound natural resource management in Palestine.

Objective 4.1: To improve management of environment and utilization of land and water resources

Tasks	Results	Indicator	Responsibility
1. Improve land and environment monitoring and evaluation	Main Environmental performance Indicators were collected , analyzed , and assessed to monitor progress towards the improvement of the environmental elements	# of study of the National indicators reflecting on the improved performance of environmental elements	Water and Environment Department
2. Enhance sound environmental management.	At least 10 households/year had safe access to sanitation services	# of households with access to improved sanitation	
	At least 0.5 MCM of non-conventional water resources is reused	Quantity of generated treated waste waster Quantity of treated wastewater reused.	
	At least 2000 m ³ /year of new water resources are developed	# of capacity of rehabilitated springs, roman wells, and other surface water resources	
3. Raise the relevant stakeholders (especially women and youth), awareness and enhance their capacities in the field of environment at both levels : local and national	Stakeholders knowledge and their capacities in water, hygiene and environment are increased	# of participants at relevant capacity building/awareness programs	
4. Empower youth and women to find their own solutions to water scarcity and improper	Environmental governance among the grassroots and civil society organizations were enhanced	# of Field surveys reports	Water and Environment Department

environmental management	At least 2 Environmental issues were considered at all levels (as a cross cutting sectorial); most prominently at the decision makers level	# of position papers and think Tank meetings	
5. Promote science and technology research and development (R&D)in field of environment	At least 3 (R&D) projects are implemented	# of research and development projects implemented	Water and Environment Department

Objective 4.2: To enhance conservation, management and utilization of Palestinian natural ecosystems and biodiversity.

Tasks	Results	Indicator	Responsibility
1. Record a list of inventory and research studies of Palestinian natural ecosystems.	Biotic and Abiotic features of Palestinian natural ecosystems are understood and documented for 5 forested and protected ecosystems.	Area of landscapes surveyed # of plant species identified	Biodiversity and food Security Department
2. Assess threats, drivers of change and development opportunities of Palestinian ecosystems considering the participation and capacity building of local people and communities, especially women and youth.	The threats and causes behind the drivers of change at 5 ecosystems are analyzed and evaluated.	# of studies supported with Maps that sum the findings.	
	The opportunities for sustainable development for the natural ecosystems are identified and advocated ahead of decision makers.	# of meetings with decision makers. # of capacity building programs conducted for local communities	
	The role of local community in sustaining and managing ecosystem is raised in 5 capacity building programs and integrated in development plans.	# of participants disaggregated by gender and youth # of relevant news published using social media, and others	

3. Support actions for ecosystems resilience to natural or human disturbances leading to effective management and utilization.	The green practices by local communities at 5 ecosystems are introduced to enhance their resilience to disturbances.	# of recommendations and action plans for sustainable management and utilization for the studied ecosystems.	
		# of position papers and think Tank meetings.	

Objective 4.3: Objective 4.3: To contribute in minimizing the climate change and variability impact by increasing the resilience of vulnerable Palestinian communities.

Tasks	Results	Indicator	Responsibility
1. Create and build Information platform of climate and environmental data using the GIS and RS applications	One platform of climate information and relevant environmental data is documented and shared.	The platform is operational online.	Information technology & Sustainable Agricultural Programs
		# of information and data uploaded.	
2. Strengthen the adaptation capacity of vulnerable Palestinian communities to climate change through best practices.	The adaptation capacity of vulnerable Palestinian communities is increased.	# of communities using the adaptation practices.	
		# of Palestinian communities' members participated in training workshops, field schools and awareness campaigns.	
3. Monitor the vulnerability of the Palestinian people to climate change and variability.	Vulnerable people to climate change and variability in Palestine are monitored by preparing 5 maps and 5 reports.	# of maps	
		# of reports	
4. Inform and raise awareness through training programs and awareness campaigns for inducing a change towards sustainable consumption and production patterns.	Awareness of Palestinian communities increased regarding climate change and its effect.	# of people participated in the training workshops and awareness campaigns.	
		Pre and post tests.	

Goal 5: To contribute in improving the livelihood of the Palestinian society.

Objective 5.1: To improve food security, agro-practices, marketing procedures, and economic conditions on household, communities and national level.

Tasks	Results	Indicator	Responsibility
1. Diversify agro-production to achieve self-reliance.	Up to 3 innovative agro-practices are introduced for achieving better diversification of Palestinian agro-production	# of introduced innovative agro practices	Sustainable Agriculture Program
		% of farmers who adapted the new practices by themselves	
		# of Group of farmers who become working together as active groups/coops	
		# of implemented agro-practices (ex: wicking beds, hydroponics) in vulnerable areas.	
2. Adopt sustainable production and consumption approach	Developed the value chains of 5 crops cultivated in Palestine to improve the demand-supply of agro-production system	# of developed value chains per crop in Palestine	
		# of households / communities improved their food security status	
		# of updated/ reformed relevant policies and action plans	
3. Invest in social based enterprises	Up to 10 (SBE) adapted and scaled up in Palestine through cooperation system.	% of successful social based enterprises	
		% of new SBE/cooperatives start-ups	
	The agro-businesses cooperatives improved their production, processing and marketing capacities.	% of existing SBE/cooperatives improved	

4. Empower small size farmers /women to find solutions to food insecurity using methods of greater profitability from agricultural activities and marketing their excess products.	Up to 10 Small size farmers / Women oriented grassroots organization improved their capacities to run their small business and market their products	# of targeted/benefited women	
		# of capacity building workshops	
	Small size farmers / Women oriented grassroots organization enhanced their income generation from marketing their cultivated/processed agro-products	# of supplies offered to Small size farmers /women headed households/ Women oriented grassroots organization to run their farms	
		# of market channels opened in front of the benefited women	
5. Improve agro-product marketing channels focusing on farmers, Wholesale Markets and consumers	A Palestinian Marketing Information System (PMIS) is introduced at least at 2 wholesale central markets	# of Wholesale Central Markets that adopted the PMIS and improved for their trading processes.	The Biodiversity and Food Security Department
	Farmers and consumers knowledge about available products, seasonality and prices is enhanced	# of farmers and consumers that received the disseminated knowledge from the developed PMIS system	
	National planning for production and consumption of agro-products is better oriented	# of relevant national authorities that receive the disseminated knowledge from the developed PMIS system	
		#of participants along the different workshops, training etc., disaggregated by gender	

Objective 5.2: To achieve sustainable management for controlled harvesting of Palestinian economic plant species.

Tasks	Results	Indicator	Responsibility
1. Research and explore the suitable mechanisms for domesticating wild plant species of high economic/conservation value	The Palestinian native economic plant species that are of high economic use and market demand are better identified, properly classified, and geo-referenced.	# of economic wild plant species targeted in nature	The Biodiversity and Food Security Department
		# of domesticated plant species	
	Best methods of domestication of wild plant species are documented based on scientific and experimental approach	# of domestication methods explored per plant species	
		Area of plantations at local nurseries	
		Concepts and guidelines of wild plants collection are introduced in a Palestinian context.	
	The exploitation of wild plant species in their natural ecosystems is reduced	# of nurseries propagated the wild plant species and stored plant stocks	
	The utilization of economic wild plant species at household level is introduced	# of home gardens adopted/benefited from the cultivation of economic plant species	
Income at household level from cultivating and selling the Plants is enhanced	% of production per species per home garden		

Objective 5.3: To assess the livelihood conditions and opportunities for development at Palestinian

localities.			
Tasks	Results	Indicator	Responsibility
1. Assess the different life sectors, services, needed programs and potential development opportunities in a participatory approach at Palestinian localities and governorates	An integrated socio-economic and resources analysis study for different West Bank localities is conducted.	# of locality profiles	The Biodiversity and Food Security Department
	Available resources, obstacles, strengths and developmental indicators in a participatory approach are identified	# of governorate integrated reports	
	the interventions required to improve the livelihood and living conditions of vulnerable people in the studied localities and Governorates are prioritized	Updated village profile webpage	
2. Research and explore the practice of collection and domestication of wild plant species of high economic/conservation value in favorable conditions	The exploitation of wild plant species in their natural ecosystems is reduced	# of nurseries propagated the wild plant species and stored plant stocks	
	The utilization of economic wild plant species at household level is introduced	# of home gardens adopted/benefited from the cultivation of economic plant species	
3. Assess and monitor the nutrition status and health conditions among vulnerable Palestinian localities	The nutritional status and health deficiencies are identified among Palestinian households in vulnerable Palestinian localities	# of assessed localities and households for health and nutritional status	
		# of identified deficiencies as a result to malnutrition	
		# of research surveys and health tests	
	Response plans towards reducing the impact of malnutrition at household level are concluded	# of schools introducing natural and locally produced food	
		# of research studies including recommendations and suggested solution	

Goal 6: To enhance natural and land-scape cultural heritage in Palestine.

Objective 6.1: To implement world heritage best practices in the conservation and management of Palestinian heritage sites.

Tasks	Results	Indicator	Responsibility
1. Document the Palestinian culture oral history	The knowledge about the oral culture history is documented and interlinked with Palestinian nature	#of relevant proverbs, says, poems, religious verses etc. inherited	The Biodiversity and Food Security Department
		# of interviews with related persons	
		# of publications sum the findings	
2. Assess Palestinian heritage sites for conservation and management aspects	The Palestinian heritage sites were assessed for their valuable natural heritage and landscape cultural features.	# of heritage sites that are assessed	
		# of indicators set and collected about heritage valuable features	
	The Palestinian heritage sites are evaluated for their main challenges towards conserving and managing their valuable features.	# of awareness sessions regarding best practices in conservation and management at heritage sites	
	Best practices for conservation and management of heritage sites were introduced at local community level and advocated for ahead of decision makers.	# of documents describing the sites	

Objective 6.2: To promote the development of rural tourism activities in Palestine for sustainable and environmentally friendly economic growth.

Tasks	Results	Indicator	Responsibility
1. Promote rural tourism management and products in Palestine using the Information Communication Technologies (ICT) and its applications.	Increased people visiting the rural tourism sites in Palestine by 1%	# of people visited the rural tourism sites	Sustainable Agriculture Program
	Increased tourism sites that are using the ICT technologies by 1%,	# of tourism sites started using the ICT technologies.	

2. Promote high quality ecotourism standards in Palestine through implementing guidelines for sustainable heritage management.	Increased number of cultural attraction adopted the guideline.	# of guidelines	
	Developed a guideline of sustainable heritage management in Palestine.	# of cultural attraction used the guideline	
3. Facilitate the development of rural tourism activities that minimizes negative impacts on environment and maximizes the benefits of ecotourism to the livelihoods of the rural communities.	Increased number of rural tourism activities. Such as hiking, eco-tourism, rural agriculture tourism, etc...	# of activities	Sustainable Agriculture Program
4. Empower the role of women and youth in the promotion of eco-tourism and the protection of natural resources.	Increased participation of Women and youth in the tourism sector by 1%.	# of women and youth participated in tourism services and activities.	Sustainable Agriculture Program

Goal 7: To play an active role in advocating for the Palestinian human rights under the prolonged Israeli occupation; including the right to self-determination as inscribed in the United Nations Charter and the International Covenant on Civil and Political Rights

Objective 7.1: To advocate for Palestinian human rights under the prolonged Israeli occupation.

Tasks	Results	Indicator	Responsibility
1. Continue producing reliable and factual information on Israeli violations	Regarding the Israeli violations: Published reports up to 100 on ARIJ website and social media Published 36 newspaper articles Conducted 100 radio and 50 TV interviews	# of reports	NRM (GIS + Urbanization)
		# of newspaper publications	
		# of radio interviews	
		# of TV interviews	
2. Partner and network with various entities, which include academics, human rights organizations, and media personnel.	Up to 4 meetings were conducted for Setting up a technical steering committee that involves various entities, which include academics, human rights organizations, and media personnel.	# of meetings	
	Up to 2 meetings and 2 workshops were conducted to discuss, review and strategize work plans.	# of meetings	
		# of workshops	
3. Continue lobbying and advocating for the Palestinian cause	Issued 2 joint statements regarding the Palestinian's right to self determination	# of joint statements	
	Conducted 2 meetings/participated in conferences with 40% of the attendees are from international background.	# of meetings	

Goal 8: To adapt ARIJ managerial performance to local and international standards.

Objective 8.1: To enhance the overall performance of ARIJ Administrative Committee (AC) & General Assembly (GA)

Tasks	Results	Indicator	Responsibility
1. Revise ARIJ Bylaws and Administration Manual	<p>Injected new and fresh blood of diversified specialties in ARIJ GA and AC, giving equal opportunities for gender, youth & persons with disabilities</p> <p>Developed: Policy for conflict resolution Policy for preventing conflict of interest</p>	<p># of new members</p> <p># of Adapted written policies</p>	GA & AC
2. Support ARIJ in widening its networks & partnerships in local, national, regional, and international, professional networks.	Increased communication, advocacy, access to ARIJ activities, finding new channels for funding.	# of ARIJ Networks and Partnerships	GA & AC
3. Promote improved and increased communication between GA & AC and ARIJ Staff	<p>Encouraged participation of GA & AC in ARIJ project main activities or main events</p> <p>held one retreat meeting per year, (GA & AC with ARIJ staff)</p>	<p>% Participation of GA & AC</p> <p># of meeting</p>	GA & AC

4. Encourage participation in GA meetings	Increased participation in GA meetings	% Participation of GA members	GA & AC
5. Encourage participation in AC meetings	Increased participation in AC meetings	% of Participation of AC members	GA & AC
6. Revise, update and review ARIJ strategy	Presented ARIJ strategy accomplishments in relation to its indicators every year	# of meetings	ARIJ Administration

Objective 8.2: To improve resource mobilization and devising new approaches of fundraising at ARIJ

Tasks	Results	Indicator	Responsibility
1. Continue and further promote diversification of funding sources	Formulated fund raising committee from ARIJ Staff	List of Potential Donors is regularly updated	ARIJ Administration & Head of Grants Dept., Program Directors, and Heads of Dept.
	Increased number of submitted projects/consultancies for potential donors	# of submitted Projects/Consultancies	All Programs
	Increased financial return to ARIJ from GP & NewFarm	% of financial return increase	ARIJ Administration
	Registered ARIJ Friends abroad	Evidence of ARIJ Friends registration	ARIJ Administration

	Initiated crowd funding / alternative funding	Evidence of financial return	ARIJ Administration
2. Seek to achieve financial stability	Secured core fund/s (7% of total budget of 2017) from International or Local organizations.	% of total budget of 2017	ARIJ Adm. & AC & GA

Objective 8.3: To strengthen ARIJ organizational & human resources capacity.

Tasks	Results	Indicator	Responsibility
1. Strengthen and apply sound internal control and monitoring and evaluation procedures	Gap Analysis is conducted for Obtaining ISO:9001 "Quality Management"	By 2022, ISO is obtained	ARIJ Adm. in cooperation with ARIJ Programs AC& GA
	Internal Auditor to be assigned by the General Assembly	Internal Auditor is assigned	
2. Enhance professional skills and capabilities of ARIJ Staff.	Human Resource Development plan for 2018-2022 is available and used.	# of Training Courses	Adm. Unit/HR
		# of Training workshops/Conferences	
		# of Study leave	
3. Create awareness of the International conventions and Laws and the Palestinian Declaration of Independence	One conducted awareness training to ARIJ Staff every year in the following: <i>Declaration of Independence Declaration 1988, Universal Declaration of Human Rights, Sustainable Development Goals, Convention on the Status of Refugees, Convention on the Rights of Persons with Disabilities, Convention on the Rights of the Child, International Covenant on Civil and Political Rights, Economic, social and cultural rights, International Covenant on Civil and Political Rights, Agreement to Eliminate all forms Discrimination against women.</i>	# of Awareness Training	Adm. Unit/HR
4. Continue enriching ARIJ programs through local and	Hosted at least 5 specialized local and international interns/volunteers per year	# of interns/volunteers	Adm. Unit/HR

international expertise			
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Objective 8.4: To promote gender equality and women's empowerment at ARIJ.

Tasks	Results	Indicator	Responsibility
1. Increase and empower women involvements at all levels at ARIJ	More women are employed at ARIJ in the positions of: <ol style="list-style-type: none"> 1. Key staff 2. Administrative Committee 3. General Assembly 	51% Female ratio to Men or more	ARIJ Administration & GA & AC

Objective 8.5: To increase ARIJ's resilience to crises and risks.

Tasks	Results	Indicator	Responsibility
1. Increase readiness to respond to risks and crises that are affecting ARIJ work during 2018-2022	Risk Mitigation plan is implemented Risk mitigation plan is ready and used	Risk Ass. & Plan is regularly updated	Adm. Unit. & ITP
2. Develop an Emergency Preparedness and Response Plan (EPRP) for ARIJ projects' targeted areas and communities	Emergency Preparedness and Response Plan (EPRP) for the targeted areas and communities is available and ready to use.	# of Emergency and Protection Communities (EPC) established # of emergency response actors list established # of emergencies cases mitigated	Adm. Unit/ARIJ Programs and departments

Annex 1

Goal 1

This Goal is driven from the following universal and inalienable right:

Human Right UN Declaration:

Article 19 - Freedom of Opinion and Information

Sustainable Development Goals:

16 - Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 2

This Goal is driven from the following universal and inalienable rights:

Human Right UN Declaration:

Article 10 - Right to Fair Public Hearing

Article 20 - Right of Peaceful Assembly and Association

Article 21 - Right to Participate in Government and in Free Elections

Article 27- Right to Participate in the Cultural Life of Community

Article 30 - Freedom from State or Personal Interference in the above Rights

Sustainable Development Goals:

5. Achieve gender equality and empower all women and girls
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries

Goal 3

This Goal is driven from the following universal and inalienable rights:

Human Right UN Declaration:

Article 25 - Right to Adequate Living Standard

Sustainable Development Goals:

6. Ensure access to affordable, reliable, sustainable and modern energy for all

Goal 4

This Goal is driven from the following universal and inalienable rights:

Human Right UN Declaration:

Article 1- Right to Equality

Article 3- Right to Life, Liberty, And Personal Security

Article 10 - Right to Fair Public Hearing

Article 25 - Right to Adequate Living Standard

Article 26 – Right to Education

Article 27- Right to Participate in the Cultural Life of Community

Sustainable Development Goals:

2. Ensure healthy lives and promote well-being for all at all ages
3. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 5

This Goal is driven from the following universal and inalienable rights:

Human Right UN Declaration:

Article 1 – Right to Equality

Article 2 – Freedom from Discrimination

Article 25 - Right to Adequate Living Standard

Article 29 - Community Duties Essential to Free and Full Development

Sustainable Development Goals:

7. Ensure access to affordable, reliable, sustainable and modern energy for all
1. End poverty in all its forms everywhere
2. Ensure healthy lives and promote well-being for all at all ages
3. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Goal 6

This Goal is driven from the following universal and inalienable rights:

Human Right UN Declaration:

Article 19 – Freedom of Opinion and Information

Article 24 – Right to Rest and Leisure

Article 27 - Right to Participate in the Cultural Life of Community

Sustainable Development Goals:

3. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

5. Achieve gender equality and empower all women and girls
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
11. Make cities and human settlements inclusive, safe, resilient and sustainable
13. Take urgent action to combat climate change and its impacts
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Goal 7

This Goal is driven from the following universal and inalienable rights:

Human Right UN Declaration:

- | | |
|------------|---|
| Article 1 | Right to Equality |
| Article 2 | Freedom from Discrimination |
| Article 3 | Right to Life, Liberty, Personal Security |
| Article 4 | Freedom from Slavery |
| Article 5 | Freedom from Torture and Degrading Treatment |
| Article 6 | Right to Recognition as a Person before the Law |
| Article 7 | Right to Equality before the Law |
| Article 8 | Right to Remedy by Competent Tribunal |
| Article 9 | Freedom from Arbitrary Arrest and Exile |
| Article 10 | Right to Fair Public Hearing |
| Article 11 | Right to be Considered Innocent until Proven Guilty |
| Article 12 | Freedom from Interference with Privacy, Family, Home and Correspondence |
| Article 13 | Right to Free Movement in and out of the Country |
| Article 14 | Right to Asylum in other Countries from Persecution |
| Article 15 | Right to a Nationality and the Freedom to Change It |
| Article 17 | Right to Own Property |
| Article 18 | Freedom of Belief and Religion |
| Article 19 | Freedom of Opinion and Information |
| Article 20 | Right of Peaceful Assembly and Association |
| Article 21 | Right to Participate in Government and in Free Elections |

Article 22	Right to Social Security
Article 23	Right to Desirable Work and to Join Trade Unions
Article 24	Right to Rest and Leisure
Article 25	Right to Adequate Living Standard
Article 26	Right to Education
Article 27	Right to Participate in the Cultural Life of Community
Article 28	Right to a Social Order that Articulates this Document
Article 29	Community Duties Essential to Free and Full Development
Article 30	Freedom from State or Personal Interference in the above Rights

Sustainable Development Goals:

10. Make cities and human settlements inclusive, safe, resilient and sustainable
11. Make cities and human settlements inclusive, safe, resilient and sustainable
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

Goal 8

Sustainable Development Goals:

16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

Annex 2

Sustainable Development Goals (SDGs)

1. End poverty in all its forms everywhere
2. Ensure healthy lives and promote well-being for all at all ages
3. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, reliable, sustainable and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

Annex 3

The Universal Declaration of Human Rights (UDHR)

Article 1 Right to Equality	Article 2 Freedom from Discrimination
Article 3 Right to Life, Liberty, Personal Security	Article 4 Freedom from Slavery
Article 5 Freedom from Torture and Degrading Treatment	Article 6 Right to Recognition as a Person before the Law
Article 7 Right to Equality before the Law	Article 8 Right to Remedy by Competent Tribunal
Article 9 Freedom from Arbitrary Arrest and Exile	Article 10 Right to Fair Public Hearing
Article 11 Right to be Considered Innocent until Proven Guilty	Article 12 Freedom from Interference with Privacy, Family, Home & Correspondence
Article 13 Right to Free Movement in and out of the Country	Article 14 Right to Asylum in other Countries from Persecution
Article 15 Right to a Nationality and the Freedom to Change It	Article 16 Right to Marriage and Family
Article 17 Right to Own Property	Article 18 Freedom of Belief and Religion
Article 19 Freedom of Opinion and Information	Article 20 Right of Peaceful Assembly and Association
Article 21 Right to Participate in Government and in Free Elections	Article 22 Right to Social Security
Article 23 Right to Desirable Work and to Join Trade Unions	Article 24 Right to Rest and Leisure
Article 25 Right to Adequate Living Standard	Article 26 Right to Education
Article 27 Right to Participate in the Cultural Life of Community	Article 28 Right to a Social Order that Articulates this Document
Article 29 Community Duties Essential to Free and Full Development	Article 30 Freedom from State or Personal Interference in the above Rights



The Applied Research Institute - Jerusalem
(ARIJ) P.O. Box 860, Karm Mu'ammar, Karkafeh
St. Bethlehem - Palestine

Tel: +970 - (02) - 274 1889

Fax: +970 - (02) - 277 6696

Website: www.arij.org

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