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Message from the General Director



The end of 2000 brought about a great change in the way Palestinians live their day-to-day lives. The *Intifada Al-Aqsa*, which began on September 28th, is the response to the continuous brutal and hostile policies measures against the Palestinians. Palestinians are once again seeking to end the racist Israeli military occupation and are fighting for our long deserved freedom and independence. The *Intifada* affected MA'AN Development Center, as it did for all other NGOs working in the West Bank and Gaza Strip. Unfortunately, several projects that were to be signed at the end of 2000 with different donors were suspended or cancelled since donor priority radically shifted from development to emergency needs.

MA'AN found it difficult to implement its on-going projects, especially since the majority of the projects were located in the Northern West Bank. Due to Israel's policies of restricted movement and closure, our Human Resource Development programs were also greatly disrupted since people could not longer reach Ramallah or Gaza. Furthermore, communicating and coordinating with MA'AN's branch office in Gaza was extremely difficult; MA'AN had to find a way to adjust and reprioritize the direction of its objectives in order to meet the needs of the current situation.

We expect the Intifada will continue, and we need to restructure and reprioritize our programs and activities. Although it has not been easy to do in a relatively short amount of time, MA'AN has already revised some of its current programs to meet these emerging needs and priorities. For example, where children and youth have generally been a small component in MA'AN's projects in the past, they are becoming a key area in project implementation. This however, does not mean that MA'AN will disregard one of its focal objectives of developing and sustaining Palestinian human resource development. This will remain one of MA'AN's main areas of commitment. In the year 2000, MA'AN managed to have 5,737 participants in its training and other activities, and a total of 1,449 training hours in different areas.

These programs and activities couldn't have taken place without the support of our partners, Apheda, Heirich Boell, and Welfare Association Consortium, and the newly established partnerships between the British Consulate, UNICEF, and American Development Foundation (ADF). MA'AN worked in three different areas with these organizations; women/agriculture, youth and women, and capacity building, respectively. MA'AN is pleased and grateful that it had the opportunity to work with these organizations and aims to continue these partnerships, as well as our previous partners, in 2001 in order to better serve Palestinians.

MA'AN is also pleased to say, in accordance to the new Palestinian NGO law, it increased its Board of Directors from five members to seven members, and the General Assembly from sixteen members to thirty-one members. I would like to express my gratitude to both the Board of Directors and the General Assembly for their constant encouragement and commitment.

Finally, I would like to take the time to thank the staff and team. Without their hard work and dedication none of MA'AN's projects and activities could have taken place. MA'AN's staff strives to maintain the quality of service that we have become known for these last twelve years, and I greatly appreciate their loyalty to MA'AN.

MA'AN's Mission

MA'AN's mission is to work towards sustainable human development through:

- The development of Palestinian human resources
- Institutional building
- Conducting developmental research
- The creation of sustainable agricultural models

The center works towards excellence in its programs and performance, and stresses professionalism and transparency in all its endeavors. As an organization, MA'AN strives to develop itself along these lines both for the intrinsic value they offer to our own work and to act as a model for organizations in the Palestinian community.

MA'AN focuses its training programs on the following groups and sectors:

- NGO's and charitable societies
- Women
- Farmers
- Children
- Agricultural engineers and extension workers
- Enterprises and entrepreneurs

PNA employees are also among the beneficiaries of our programs.



Values & Principles

Community development means the right of people to identify their economic, social and cultural needs; humans are partners in the developmental process

Cooperation with the community is a learning process; all parties in it are equal; and no party has a monopoly over knowledge

Development is a means not only for economic prosperity but also for human dignity, peace, justice, equal opportunity, and non-discrimination

Development programs must be based on the social, economic, political and cultural needs and priorities of local communities, in respect to their aspirations, traditions and values

Enhancing self-reliance and increasing independence at every level of our work

Human beings are the essential basic element and focus of the development process

International donors must be partners in the development process, offering their support with no preconditions

Learning is a right, a human need, and a life-long continuous process

NGOs contribute to the struggle for liberation and to building our civil and democratic society

Professionalism, transparency, credibility and accountability are among the most important elements for success

Recognition of gender differences and the specific needs of women is an integral part of our programs and activities

Teamwork, collective participation, commitment and cooperation are the key ingredients for success.

Women are the basic partners in the developmental process; developing women's attitudes, skills, and knowledge will ensure sustainable human development.



OBJECTIVES

MA'AN's work takes immanence from the necessity of creating independent, self-reliant initiatives that lead to the achievement of sustainable development and which incorporate values of self-sufficiency and self-empowerment. To achieve this, MA'AN seeks to achieve the following objectives:

- ◉ To develop Palestinian human resources
- ◉ To create sustainable agricultural models and techniques
- ◉ To enhance Palestinian women's skills, knowledge and opportunities
- ◉ To develop Palestinian awareness of agricultural and environmental issues
- ◉ To empower the most marginalized sectors in Palestinian society, on community and national levels
- ◉ To contribute to applied research in the fields of agriculture and development
- ◉ To contribute to Palestinian individual self-reliance through training and the creation of income-generating projects
- ◉ To enhance cooperation and coordination with other Palestinian and international organizations in related fields
- ◉ To build up and strengthen the self reliance, efficiency, professionalism and effectiveness of Palestinian NGOs and grassroots organizations
- ◉ To advocate and lobby for the achievement of its objectives, particularly in the agricultural sector

Intifada Al Aqsa: September 28, 2000

The Martyr

I will carry my soul in my hand
And throw it in the valleys of death
It is either a life that makes a friend happy
Or a death that makes an enemy angry

The noble man's soul has two goals
To die or to achieve its dreams
What is life if I don't live
Feared and what I have is forbidden to others

When I speak, all the world listens
And my voice echoes among people
I see my death, but I rush to it
This is the death of men

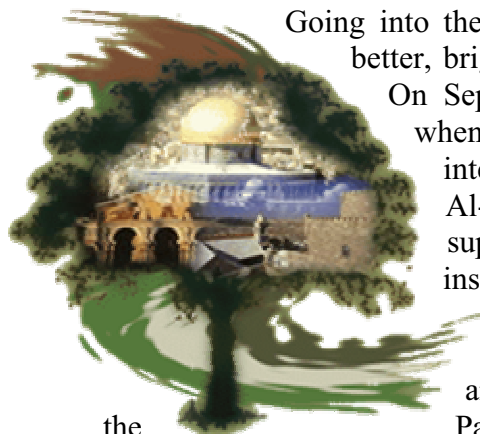
And whoever desires an honorable death
Then this is it
How am I patient with the spiteful
And patient with all this pain?

Is it because of fear?
While life has no value to me!
Or humiliation? While I am contemptuous!
I will throw my heart at my enemies' faces

And my heart is iron and fire!
I will protect my land with the edge of the sword
So my people will know that I am the man

Ry Abdel Rahim Mahmood 1937

Intifada Al-Aqsa:



Going into the new millennium Palestinians had hope of a better, brighter future for themselves and their children. On September 28, 2000 those hopes were crushed when Ariel Sharon, LIKUD party leader, in an intentional act of provocation, visited Al-Haram Al-Sharif. He did so under the protection and support of the Barak government, thereby instigating the eruption of violence and a new Palestinian uprising, *Intifada Al-Aqsa*. The Israeli Government then proceeded to rage an ongoing cycle of terror and violence against the Palestinians. Over 350 Palestinians were martyred and over 11,000 wounded and physically disabled, in only three months of the uprising.

A large number of those killed and injured were under the age of 18 years; 94 children were martyred and over 3,000 wounded (2,022 documented cases at the Defense for Children International alone); many of the wounded are left with permanent disabilities.. A large number of the children killed or wounded were bystanders and not participating in the demonstrations and stone throwing. The majority was not even near the confrontation lines.

Another detrimental effect was the alarming increase in the already high unemployment rate in the West Bank and Gaza, which was due largely to the Israeli imposed closure (collective imprisonment) of the millions of Palestinians living in the areas of the West Bank and Gaza. More than 125,000 Palestinians who previously worked in Israel (60,000 with permits and 65,000 without) lost their jobs. This figure added to the approximately 70,000 Palestinians who were already unemployed brings the total to over 195,000 (UN report " The impact on the Palestinian Economy of Confrontations, Mobility Restrictions, and Boarder Closures, September 28-November 26, 2000.). Many families suffered heavy losses of family members and the inability to provide food and other necessary provisions for their families. The closures crippled the income of farmers, workers, merchants, and business people who were unable to conduct their daily business or gain access to their goods to sell. The internal economic losses are estimated at approximately \$8,500,000 US dollars for each working day. Daily income loss for Palestinian laborers due to the closure of Palestinian areas is estimated at \$6,250,000 US dollars.

There has also been extensive damage to agricultural land, water wells, and the homes of Palestinians in the areas. In her recent trip to Palestine, the UN High Commissioner for Human Rights, stated in her report "E/CN – 4/2001/114 29 November 2000" that a number of "fruit bearing trees, particularly olive trees, had been cleared." These areas, and similar areas all over the West Bank and Gaza Strip, represent the livelihood of thousands of families. More than 25,000 olive and fruit trees were destroyed and over 2,400 dunums of land bulldozed. There was also extensive damage to

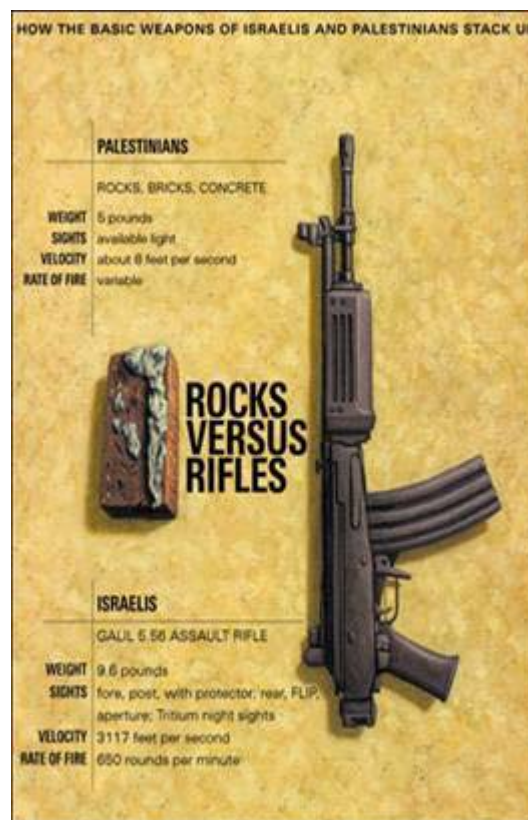
property due to shelling of residential areas, more than 182 homes in the West Bank and over 249 homes in the Gaza strip. Damage was reported in more than 14 mosques.

Education was also hindered; many students and teachers were unable to reach their schools. since the beginning of October more than 40 schools have been closed or are unable to operate owing to curfews or closures. Other schools, such as one visited by the High Commissioner in the Gaza Strip, have been damaged by gunfire and the premises abandoned, requiring that several thousand children be fitted into other schools if possible. Another example is Osamma Bin Munqeth elementary school, in Hebron which was confiscated by the Israeli Army at the beginning of the Intifada. It is from this school that the Israeli soldiers shot at the homes in the city.

Emotionally and psychologically many of these students were unable to concentrate on their studies. Results of the first semester at schools showed a significant decline in students' academic achievements. Reports from schools also indicated an increased hostility of children towards their teachers and parents. Gaza Community Mental Health Program (GCMHP) therapists are counseling increasing numbers of children suffering from post-traumatic stress disorder (PTSD). Symptoms include thumb-sucking, crying, clinging to parents, nightmares, bed-wetting, poor appetite, poor sleeping patterns, short attention spans, aggression towards siblings or parents, and fear of dying.

The Israelis justify their murdering of Palestinian civilians, many of which are children between the ages of 10-18, as defense. They state that the stones thrown by these children pose a threat to their occupation soldiers. They see nothing wrong with using such extreme force, "a bullet for a stone". The IDF as a matter of policy does not conduct investigations into the killings by the security forces.

Israeli actions violate a multitude of international resolutions and conventions, including United Nations resolutions 242 and 338, the Fourth Geneva Convention, the Hague Regulations, the United Nations Code of Conduct for Law Enforcement Officials, the International Covenant of Economic, Social, and Cultural Rights, the Convention on the Elimination of all forms of Racial Discrimination, and the Convention on the Rights of the Child, just to name a few.



In their ongoing attempt to hinder the development and to repress the Palestinian spirit, the IDF continues the systemic attack on the various local organizations and their infrastructure in order to hinder their ability to improve and enhance the lives of the Palestinian people.

An example of one such senseless and brutal act, Israeli forces raided and damaged the Marda Sustainable Development Center in Marda in the district of Salfet at 5:00 am on November 11, 2000. Israeli soldiers tore the hinges off the doors, ripped the guard rails from the window sills, smashed the windows, damaged the stairway leading to the center, and then forced themselves into the center. The soldiers then proceeded to damage and destroy the contents of the center. The shredder used in the production of compost was disabled; impairment of the photocopier and overhead projector ensued. Seedlings, sprouts, propagation trays, and saplings essential for the nurseries were destroyed. The nursery irrigation systems were destroyed as were the bags used for compost, which were to be sold to the local market. They surrounded the center and prevented the citizens of Marda from approaching the premises. This rampage continued for approximately two and a half hours.

Pictures of the brutal attack:



***Marda Raid
by Israeli Soldiers,
November 11, 2000:***



Training Programs 2000

Learning is the only wealth
tyrants cannot despoil.

Only death can dim
the lamp of knowledge
that is within you.

The true wealth of
a nation lies not
in its gold or
silver but in its
learning, wisdom,
and in the uprightness
of its sons.

By, Khalil Gibran



Training Programs

Entering into the new millennium, there is a greater demand for dynamic and motivating methods of education. This is particularly true given the latest advancement in technology, making it easier to access a greater amount of information and a larger number of resources and techniques. With the new age of computer science, new windows to the world have been opened, the internet has provided a new dimension to teaching and knowledge. MA'AN is leading this trend in it's development training.

I hear and I forget.
I see and I remember.
I do and I understand

Since its establishment in 1989, MA'AN Development Center has been striving to fulfill the values and objectives it set out to achieve. This is especially true when establishing its training programs. MA'AN has trained thousands of Palestinians, be it children, women, men, farmers, students, organizations or institutions, in various areas such as Food Processing and Quality Control, Institutional Building, Rural and Permaculture Development, and Women's Development. Also this year MA'AN has put a greater emphasis on children's development by providing many programs and activities concentrating on the Palestinian child's needs. This is an area MA'AN hopes to focus on in the coming year. MA'AN basis its training programs on a participatory approach, appreciating the fact that a person learns best by "doing".

The training programs directly address the current needs of the Palestinian population, especially taking into consideration the current political, social, economic and security situation. MA'AN's training programs also revolve around the premise that people learn best when interested in what they are learning, therefore our training programs are not just purely theoretical but also practical and allow for participant's input and contribution.

In 2000, MA'AN offered many different courses in a variety of subjects. There was a total of 1,449 hours of training conducted in the West Bank and Gaza for a total of 5,737 participants. Training was conducted in the various training programs offered at MA'AN.

- ***Institutional Building:*** 760 hours of training for 314 participants
- ***Women's Development:*** 313 hours of training for 638 participants
- ***Food Processing and Quality Control:*** 162 hours of training for 191 participants
- ***Rural and Permaculture Development:*** 147 hours of training for 317 participants
- ***Children's Development:*** 67 hours of training for 4,314 participants



Children's Eyes

What kind of world is it my friend
that little children see?
I wonder if they see God first
because they just believe?



Do they see strength in caring eyes
who watch them as they play—
or maybe love through gentle hands
that guide them on their way?

Do you think they dream of future times
when they would be king—
or just enjoy their present life
while with their friends they sing?



Do they see the acts of kindness
done for people who are poor?
Is the best in everyone
what they are looking for?

And when the day is over,
as they close their eyes to sleep,
do they look forward to tomorrow
with its promises to keep?



If this is what the children see,
then it should be no surprise,
the world would be a better place
if we all had children's eyes.

Children's Programs:

The Palestinian Child has always been the most marginalized group in society and has always paid the heaviest price in times of political unrest. As far as history has shown he/she has never lived in an environment free from the negative effects of security, economic, social and political unrest. When implementing programs or projects children have always been clustered into other groups without taking into consideration the unique needs and interests of their sector.



MA'AN has always taken into consideration the needs of the children when establishing programs by including them in the Women's programs but realized that a greater emphasis was needed on children's programs as a separate entity.

In July 2000, "The Educational Program for Rural and Refugee Palestinian Women And Children", which was implemented by MA'AN and sponsored by APHEDA through funding by AusAID, included many activities for children. The target group were children between the ages of 7-14, but there were also some activities for children between the ages of 4-8 years. (The project is discussed in detail under Women's programs on page).



The activities were implemented in the Northern areas of the West Bank and Gaza. Activities included:

1. Workshops for the children in which activities such as face painting, drawing, singing etc.. were organized to help the children express themselves.
2. Theater shows in which after the shows the children were encouraged to discuss the moral of the story and give their opinions.
3. Puppet shows to encourage creativity and self expression.

There was also a drawing competition for the older children in which a prize was given for the best drawing. (Samples of some of their drawings are on the following page).

In



August the project, Development of Women Centers to Cater To Support the Adolescence of Palestinian Society, was implemented by MA'AN with the aid of UNICEF. This project falls under the category of Women's programs as well as Children's, therefore the project is discussed in greater detail under the Women's Program on page. All activities were postponed to begin in 2001, due to delay's caused by the uprising.

The programs aim in regard to children was to enhance the development of rural adolescents by focusing on school dropouts of both sexes, emphasizing adolescent females, to provide them with alternative decisions for vocational training and guidance to help them meet the responsibility of future life goals. The centers will also provide the village teenagers with better opportunities to further educate themselves and to fill their time with productive activities and equip them with the necessary skills, knowledge and attitudes to face day-to-day life.



MA'AN hopes to provide more programs geared to the needs of the Palestinian Child in the coming years.

Children's Activities 2000:



Puppet show for Dar Al-Tifl, for orphans in Jerusalem



Proud children displaying their artwork in Jenin

Drawings done by children participating in workshops:



*Mahmood Jasser
Kufer Raieh Boy's School*



*Kifayieh Diab
Kufer Raieh Boy's School*



Children's Program Activities 2000

Course	Hours	Female	Male	No of Trainees
Gaza				
Activities for children	14	100	104	204
Theater Show for children	14	390	370	760
Puppet Show for children	8	245	170	415
Total	36	735	644	1,379
West Bank				
Activities for children	8	102	182	284
Theater Show for children	20	1,207	914	2,121
Puppet Show for children	3	265	265	530
Total	31	1,574	1,361	2,935
Total Number of Hours	67			
Total Number of Trainees	4,314			



A little boy dancing with a clown in Tura

Food Processing and Quality Control Program

From the time we are born until the time we die, food is a basic yet dominant factor in our lives. The world cannot exist without it. Food production is an important area, it is the world's biggest business. Millions are spent in the growing, processing, canning, exporting and importing of food each day. A large part of the world's work is concerned with the growing, processing and preparation of food.



Food Processing course in Kufr Ra'ai

In the developed countries, there is a great abundance and variety of food; but in the underdeveloped countries, there is a continuous struggle to grow and provide enough food for their families. Here in Palestine, in these times of political, social and economic upheaval, it is especially difficult to ensure a continuous and healthy supply of food. Due to the Israeli imposed closures, restrictions and sanctions it is

increasingly difficult to have access to adequate food sources.

For this reason training in food processing and quality control methods are essential. MA'AN Development Center understands this, and strives to provide guidance and training in this area, especially given the fact there needs to be sustainable methods of food production.

The Food Processing and Quality Control Program, one of MA'AN's first, was established to assist women and farmers to gain the necessary skills to enable them to build up their own micro income generating enterprises. Women also learn to effectively process household food surplus for domestic consumption. Women's organizations are also trained in new food processing techniques so that they may extend this knowledge to their own counterparts.



Food Processing course in Toubas

to



MA'AN's training courses are both practically and theoretically oriented. A team of highly qualified trainers instruct the participants in improved quality control and hygienic production processes.

Participants with finished products in Tamoun

Topics of training include:

- Processing Fruits , Vegetables, and Sauces (Pickling, Drying, Freezing, Jams, Juices, Compote, and Ketsup)
- Meat Preservation
- Dairy Processing
- Quality Control

A total of 162 hours of training were conducted by MA'AN in food processing in 2000, for the areas of the West Bank and Gaza Strip.

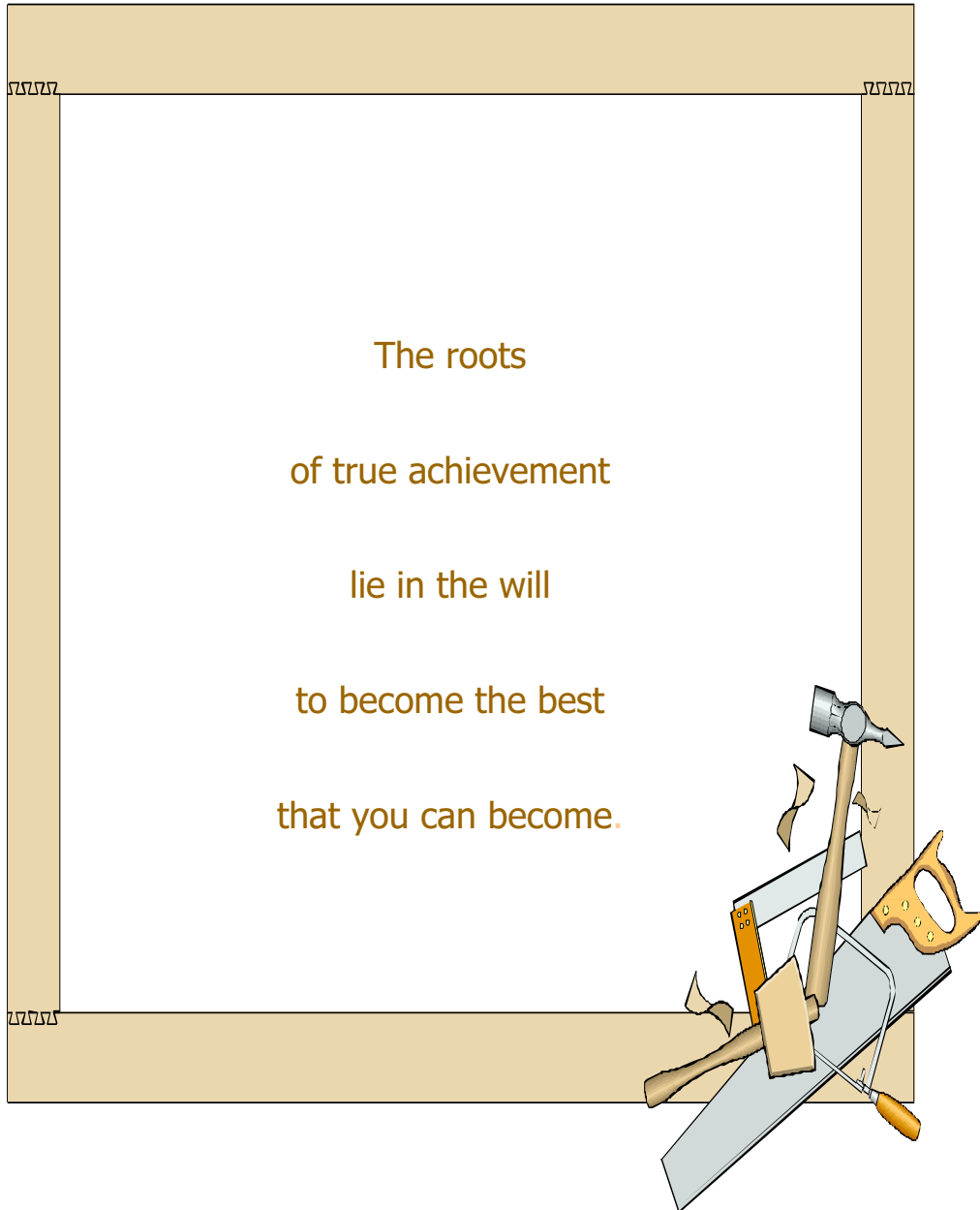
Food Processing and Quality Control

Course	Hours	Female	Male	
Gaza Strip				
<i>Food Processing</i>	6	49	0	49
West Bank				
<i>Food Processing</i>	156	142	0	142
Total Hours Training			162	
Total Number Trainees			191	



Celebrating the successful completion of a Food Processing course in Kufr Ra' ai

Institutional Building Program 2000



Institutional Building Program

There are a large number of governmental, non-governmental, private and grassroots organizations in the West Bank and Gaza. With such a large number, there is a great need for training curricula that aid in increasing efficiency and effectiveness of these organizations to enable them to enhance Palestinian community development in a more cost-effective approach and to ensure sustainability, so that they succeed at the level and up to the standards of the international organizations.

The task ahead of us is never as great as the power behind us.

MA'AN has addressed this need by establishing the Institutional Building Program which encompasses MA'AN's principle that NGO's contribute to the struggle for liberation and to building our civil and democratic society as well as MA'AN's objectives of development of human resources and building and strengthening of the self-reliance, efficiency, professionalism, and effectiveness of Palestinian NGO's and grassroots organizations.



CEFE course in Ramallah

Institutional Building involves the development of Palestinian human and material resources as well as organizational development, which includes financial systems, operational systems, and internal governance. This program is not only limited to training courses but also offers on site consultative services tailored to the individual needs of the organization or institution.



Project Management Course in Gaza

The courses offered this year included, Management skills, MS-Project Management, Communication Skills, Report Writing, Project Management, English for Beginners and vocational training as well as many others.

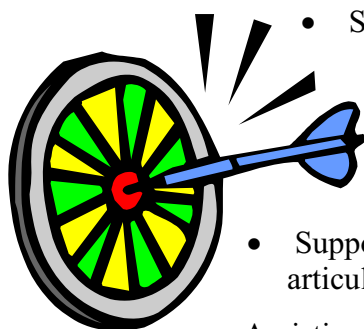
In March, 2000 MA'AN in cooperation with America's Development Foundation (ADF) and funded by USAID, implemented the Civil Society Capacity Building program to assist partner civil society organizations (CSOs) in becoming more effective and legitimate vehicles for citizen participation in public decision-making and government oversight.

ADF's and MA'AN's approach to achieving this purpose was based on improving their financial management systems, increasing their internal democratic governance, and in strengthening their advocacy skills on behalf of citizens' and non-governmental organizations (NGOs) engaged in public decision-making.

MA'AN achieved this through:

- Participation in the CSO capacity assessment process, with particular responsibility for assessing and documenting the financial management systems capacity of CSO's participating in the program, utilizing the indicators of capacity developed for the CSCB program. Development of the financial management systems portion of each CSO's capacity building plan.
- Development and delivery of training workshops and technical assistance to improve financial management systems in participating CSO's.
- Technical assistance and oversights for the installation of computerized financial management systems, in collaboration with the individual/company selected to install these systems.

Objectives of the program:



- Supporting the creation of an enabling environment for civil society
- Strengthening CSO capacity to participate in public policy making and government oversight
- Supporting CSO's to effectively aggregate and articulate citizen interests
- Assisting CSO's in effectively disseminating information on public policy issues.



Signing of the Block Grant with Tom Getman from World Vision and a partner NGO

The Block Grant, the project, which was executed by MA'AN and World Vision in October of 1999, continued through the year 2000. The project was implemented to provide the local NGO's with a means to strengthen their institutional capacities so they could more effectively and efficiently meet the developmental needs and priorities of the poor and marginalized communities which they represent. The project covered a budget of US \$650,000. It involved dividing and

distributing grants ranging from US \$5000- \$25,000 to various small NGO's in the Jenin District, South and Middle Gaza, and the Old City of Jerusalem. These recipient NGO's implemented programs in non-formal education for women and children, projects for the elderly and income generating projects for women.

Objectives of the project:



- To deliver services to the poor and marginalized in Palestinian communities, through local NGO's.
- To develop the institutional capacities of local NGO's receiving grants.
- To enhance relations between NGO's and the Palestinian National Authority.

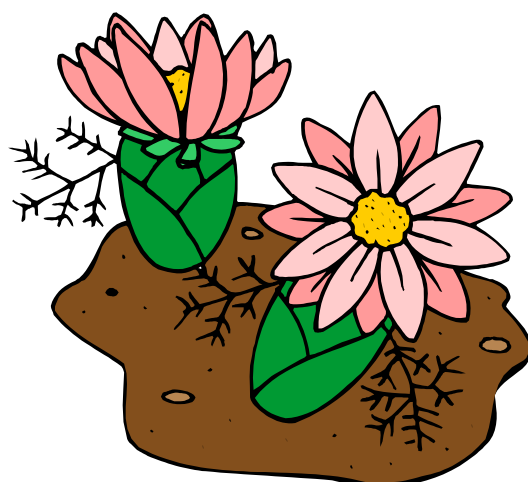
Sami Khader welcoming the partner NGOs to the signing of the Block Grant. Seated from left to right: Tom Getman, World Vision; Fathi Darwish, Ministry of Ngos; Najad Ghannam, WAC, and Arafat Asfour. MA'AN Treasurer.

CEFE course on how to SYOB with GTZ



Institutional Building Program

COURSE	Hours	Female	Male	No. Trainees
Gaza Strip				
Communication Skills	30	9	7	16
Follow-up/Communication	5	9	4	13
Report Writing & Project Management (2 courses)	50	20	14	34
Start Your Own Business (2 courses)	90	4	28	32
Total	175	42	53	95
West Bank				
Report writing	5	4	5	9
Project Management	5	4	5	9
Start Your Own Business (2 courses)	120	9	19	28
English for Administrators	30	14	4	18
Education Visit	8	2	12	14
Vocational training	5	3	11	14
English for Beginners	30	10	2	12
Public relation & communication	18	3	15	18
English for Secretaries	30	17	1	18
Management skills	30	6	12	18
MS-Project Management	30	0	7	7
Computer MS-Word	15	0	13	13
Executive Secretary 2000	25	22	0	22
Evaluation workshop	4	0	10	10
MS-Word 97	30	0	9	9
Total	585	94	125	219
Total Hours Training				760
Total Number Trainees				314



Rural Development and Permaculture

The Rural Development and Permaculture program was established by MA'AN to address the needs of the marginalized agricultural rural communities in the West Bank and Gaza Strip where land is the basis of agricultural production and the means of livelihood for nearly 25% of the Palestinian population. It is designed to promote sound agricultural and environmental practices while preserving Palestinian agricultural traditions. Through strengthening the family farm system and maintaining and protecting the environment and natural resources of rural areas. MA'AN strongly encourages alternative forms of farming and advocates the use of organic farming, water recycling and compost methods.

Permaculture is at the heart of the Rural Development and Permaculture Program. It is a design system for creating sustainable human environments; systems which are ecologically-sound and economically viable. This concept fits in with MA'AN's commitment to sustainable human development. Sustainability means resource management which satisfies human needs while maintaining the quality of the environment and conserving natural resources.

Permaculture describes a stable ecology in which human communal needs for food, fiber, and energy are integrated within a diverse and stable environmental system. It is a system for people, farmers, and communities who are concerned about meeting not just the needs of the present generation, but also the needs of the generations to come. The aim is to create systems that are ecologically sound and economically viable, which provide for their own needs, do not exploit or pollute, and are therefore sustainable.

Rural Development involves a system which assists and teaches rural communities to raise their standard of living and solve their problems, through their own efforts. It also assists farmers, through educational procedures, in improving farming methods and techniques.



Installing a Grey Water Garden in Brouquin

MA'AN Development Center believes in its commitment to rural development that is evident in the many programs and courses it offers to rural communities in the West Bank and Gaza Strip. MA'AN believes that rural communities must assist in

identifying and planning for activities which may result in changes in the economic, social, physical and environmental conditions in their lives and communities. MA'AN, through needs assessment studies, helps them identify their problems and needs and then aids them in the

acquisition and mobilization of resources necessary for alleviating or satisfying their problems. Accordingly, they will be self-reliant because they had an essential role in identifying and tackling their problems.

MA'AN offers a number of participatory activities such as:

- Renovation of wells and springs
- Home garden design
- Black water recycling/septic systems
- Grey-Water gardens
- Seedling distribution
- Native seeds bank
- Composting

In February, MA'AN Development Center with the aid of the Heinrich Boell Foundation implemented the project, "Preserving the Palestinian Rural Environment: Combating Chemical Pesticides through Providing Alternatives." The project was implemented to tackle the problem of the increased use of chemical pesticides which has become a worrying phenomenon in Palestine due to its dangerous effects upon health and environment and on the increase in the agricultural production costs. Specially designed training programs for farmers and the development and dissemination of various instructional pamphlets concerning plant diseases and organic ways of combating them were the core outputs for the project.

The developmental objective of the program was to Preserve the Palestinian rural environment through limiting the use of chemical pesticides, and providing organic alternatives.



In July, MA'AN in cooperation with the British Consulate



conducted the program, "Encouraging Women to Recycle Water". One of the main problems rural women and their families face is the lack of adequate water supplies for home-garden irrigation. This project directly addressed this issue by installing Grey-Water gardens and training women in water conservation, water recycling, and water harvesting methods. Following that program, a basic training course in sustainable agricultural practices is to be conducted in each of the villages.

The last two courses to be given, "Food Production and Processing" and "Entrepreneur Skills for Women," will enable women to reap their harvest and sell their crops. The courses include 20 women participants as well as those women who have received the installation of Grey-Water gardens in their homes.

The developmental objectives of the program was to:



- Develop the capacities of poor and marginalized women to meet the basic food needs of their families,
- Improve women's technical capacities by undertaking domestic forms of agricultural work, and develop the potential of home-gardens to generate income.
- Develop an efficient and effective way to use the existing water supplies and increase water recycling and water conservation practices,
- Enhance women's contribution to the overall well being of their communities.

Installation of Grey Water Gardens in the villages of Bruquin and Deir Istya:



*Installing
Grey Water
Garden*



Rural Development and Permaculture Program

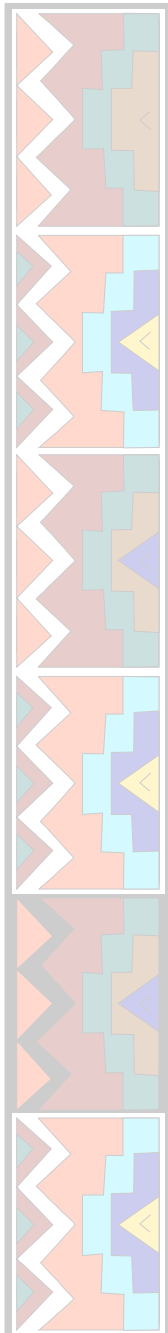
<i>COURSE</i>	<i>Hours</i>	<i>Female</i>	<i>Male</i>	<i>No of Trainees</i>
West Bank				
Non-chemical pest control (6 courses)	30	0	101	101
Permaculture	72	65	0	65
Organic Pesticides	25	5	17	23
Total	127	70	118	188
Gaza Strip				
Non-chemical pest control (4 courses)	20	0	129	129
Total	20	0	129	129
Total Number Hours			147	
Total Number Trainees			317	



← *Fruits of hard labor*

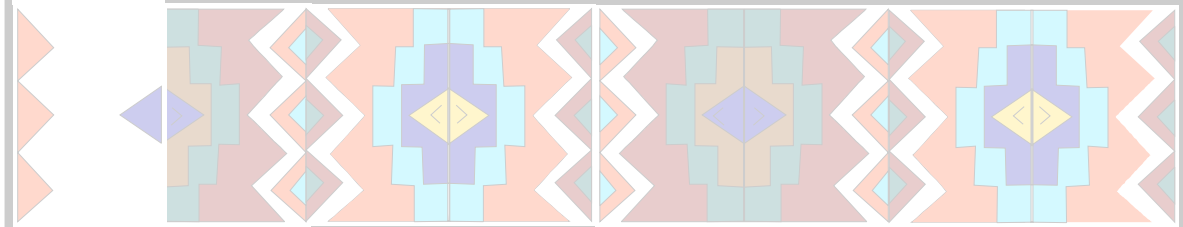
Finished Garden →





Women

*“Women stand at the crossroads
Between economic activities and the care of
human beings
They are the workers in both spheres
se most sensitive e need for better
integration between the two”*



Women's Development Program

Women have made great strides in their struggle for equality dating back to the early years in history. Most advances for women's equality have taken place within the last fifty years. With increasing recognition and appreciation of women's contribution and talents, the new millennium holds the promise that women will be equal partners with their male counterparts in all areas. However, Palestinian women still need to exert themselves in order to participate as equal partners in the sustainable development of society. There is a growing need to improve the status of women in their role in society, to encourage women to become active participants in all fields.

Palestinian women living in rural areas tend to be concentrated among the poor and marginalized. Having high fertility rates (on average, around 6-7 children per family in the West Bank), limited employment opportunities, and enduring social pressures to base their responsibilities around the home, women are nevertheless expected to contribute to the family's income, supplementing or substituting the wages of men.

*Women's
Training
course in the
Gaza Strip*



MA'AN recognizes the importance of women's role in society and strives to maintain a specific focus on the role of the Palestinian woman. MA'AN also appreciates the need for women to have access to diversified vocational and technical training. Therefore MA'AN's training programs aim to encourage the empowerment of these women through providing training programs that assist in promoting and developing their skills and knowledge, thereby enhancing productivity and self esteem.

MA'AN works in cooperation with local women's organizations and grassroots committees in conducting needs assessments in order to provide training programs to suit the actual needs and interests of these women.

In July MA'AN with the aid of the Australian sponsoring agency APHEDA signed a contract with AusAID to conduct the project, "Educational Program for Rural and Refugee Palestinian Women And Children". It is a

one year program in the Northern areas of the West Bank and Gaza Strip, which targets marginalised women and children and strengthens the organisational, planning, management and accountability capacities of local NGOs and promotes civil society. It focuses on both basic, non-formal education and training as well as primary health care; women's and children's health.



Managerial Course for Women in MA'AN's office in Gaza

The major development objectives of the program are:

To enhance the knowledge, skills, and attitudes of 1,684 impoverished women in order to increase their self-sufficiency capacity or become income earners.

- To enhance the educational opportunities and awareness of 2,240 children in vocational training skills, health, social and environmental issues.
- To strengthen the organizational capacity of 8 *Women Community Centers*.

In August MA'AN in cooperation with UNICEF, began implementing the project, "Development of Women Centers to Cater To Support the Adolescence of Palestinian Society:" A program to run for two years in the Gaza Strip areas of Gaza-Sha'ti Camp, Deir El-Balah; West Bank-Toubas, Tamoun, Kufr Ra'ei, Toura The aim of this project



Women receiving diploma's from MA'AN coordinator, Karam Sandouka

is to enhance the development of rural adolescents and women through the development of the women's centers located in the villages. Drop-outs, of both sexes, and adolescent females will be particularly focused on to provide them with alternative decisions for vocational training and guidance to help them meet the responsibility of future life goals. These centers will enhance networking, team-building and social involvement skills for women and will give women an opportunity to participate in self-initiated activities and programs designed to meet the needs of the adolescents of the community. The centers will also provide the village teenagers with better opportunities to further educate themselves and to fill their time with productive activities and equip them with the necessary skills, knowledge and attitudes to face day-to-day life.

The major development objectives of the program are:

- To train rural women in areas of administrative management, communication and public relations skills, guidance skills, and basic computer skills
- To facilitate for women the opportunity for contributing to the social development of the adolescents in their communities.
- To provide women and adolescents the opportunity to network with other organizations and citizens from neighboring villages.
- To make accessible to Palestinian adolescents (aged between 14-18) of both sexes centers where they can participate in extracurricular activities. The Women's Centers will run the recreational and educational activities and programs.

Women's Development Training Program's for 2000

<i>Course</i>	<i>Hours</i>	<i>Female</i>	<i>Male</i>	<i>No Trainees</i>
Gaza Strip				
Health & Nutrition (3 Courses)	9	69	0	69
Crisis Management (4 Courses)	8	90	0	90
Strategic Planning	20	17	0	17
Communication Skills & Assertiveness	15	13	0	13
Total	52	189	0	189
West Bank				
Communication Skills & Assertiveness	15	8	0	8
Crisis Management (4 Courses)	8	86	0	86
Accounting	20	16	0	16
Report writing, meetings	30	17	0	17
Time management& planning	30	10	0	10
Management skills	20	14	0	14
Report writing	20	12	0	12
Meeting Management	20	17	0	17
MS-Word 97	20	10	0	10
Project Management	15	17	0	17
Women's project Management (2 Courses)	60	32	00	32
Domestic Conservation	3	200	0	200
Total	261	439	0	439
Total Number Hours	313			
Total Number Trainees	628			



Summary of MAJOR PROJECTS 2000

Title	Period	Project Location	Project Start Date	Grant Amount (USD)	Fund Agency	Summary of
<i>Improving Grey-Water</i>	6 months	Dir Istya & Bruquin	August 1 st , 2000	\$25,878	British Consulate-General	One of the main problems rural women and their families face is the lack of water supplies for home-garden irrigation. This project was conducted to address this issue by installing Grey-Water gardens and training women in water recycling, and water harvesting methods. Following that program, a basic sustainable agricultural practices was to be conducted in each of the villages. Courses to be given, "Food Production and Processing" and "Empowering Women," were to be conducted in order to enable women to reap their crops. The courses were to include 20 women participants as well as their families. They received the installation of Grey-Water gardens in their homes.
<i>Reducing the Use of Pesticides in Rural Areas</i>	Six months	Ramallah	February 20, 2000	\$20,000	Heinrich Boell Foundation	The project was implemented to tackle the problem of the increasing use of pesticides which has become a worrying phenomenon in Palestine with its effects upon health and environment and on the increase in the agricultural sector. Specially designed training programs for farmers and the development of various instructional pamphlets concerning plant diseases and organic farming were the core outputs for the project.
<i>Strengthening Civil Society</i>	1 year 5 months	West Bank & Gaza Strip	March 26, 2000	\$133,707	USAID/ADF	The purpose of the Civil Society Capacity Building was to assist local organizations (CSOs) in becoming more effective and legitimate through their participation in public decision-making and government oversight. The project's approach to achieving this purpose was based on improving their financial systems, increasing their internal democratic governance, and increasing their advocacy skills on behalf of citizens' and non-governmental organizations in public decision-making.
<i>Improving Rural Women's Health</i>	One Year	The Northern Areas WB & GS	July first 2000	\$269,174 Australian Dollars	AusAID with Sponsoring Australian NGO APHEDA	This Activity targets marginalized women and children; strengthen their planning, management and accountability capacities of local NGOs and civil society. It focuses on both basic education and training through non-formal training as well as primary health care; women's and children's health.
<i>Initiative of Women's Centers to Support the Development of Civil Society</i>	Six Months	Jenin District	November 2000	119,000 NIS	UNICEF	The aim of this project is to enhance the development of rural adolescents through the development of the women's centers located in the villages. For both sexes, and adolescent females will be particularly focused on to encourage alternative decisions for vocational training and guidance to help them take responsibility of future life goals.

New Projects for 2001

MA'AN is continuously working on new ideas for programs and projects. The year 2001 promises to be another successful and rewarding year for MA'AN. Along with the continuing projects, the new upcoming projects include:



The Village Service Program (VSP), a three year project in the Jenin District, is a MA'AN, PARC, Palestinian Hydrology Group, and CARE joint project to work with and through local authorities to deliver key public services, to develop and/or repair small and medium-scale infrastructure, and to develop the capacity of local authorities and community-based organizations to effectively manage their own development.

The CSP will engage a broad spectrum of the community in their own development, and will leave in place an improved level of public infrastructure, and a strengthened civil society.

MA'AN Development Center's role is to facilitate the proposed training activities, as well as develop an operational manual for the local village councils.

Another project, which is a partnership between MA'AN And World Vision, is the Partnership for Community Services Program (PCSP) that is to take place in the Salfeet District for the period of three years.



The purpose of this program is to bring about tangible improvements in the quality of life for the people in the nine target villages in Salfeet District.

The program will address the need for physical, social, and economic infrastructure, and strengthen participatory governance in the communities.



Muhammed Tull, Project manager for World Vision project, Tom Getman from World Vision, Sami Khader General Director of MA'AN, and Regional director from World Vision

There are also many projects and programs that are still in the process of planning, for children, women and the agricultural sector.

Other MA'AN Activities for 2000:

☒ MA'AN Development Center believes in facilitating an efficient and productive working environment to maximize high quality work and convenience for its employees. As a part of its Capacity Building and in dedication to the hard work of its employees MA'AN Purchased seven new Techni-com computers on November 23rd, 2000.

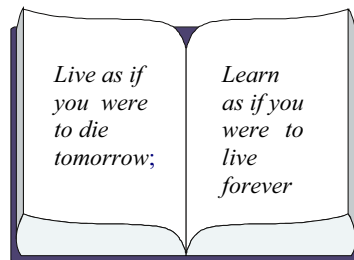
☒ MA'AN is also proud of its history in assisting the Palestinian community, especially those less fortunate. This year the staff at MA'AN participated in donating one working day each, which was forwarded to help support PNGO and also for aiding The National School for Blind Girls in Ramallah.

☒ Distribution of rations in the Salfeet District in which MA'AN, supported by Canadian Representative Office through World Vision, distributed rations to 780 families in need.



Library and Resource Unit

MA'AN is one of the few Palestinian NGOs with a Resource Unit specialized in the subject areas of training and development. It is considered one of the most important and largest specialized NGO Resource Units in the West Bank and Gaza Strip. This unit is considered the best source for developmental and training materials.

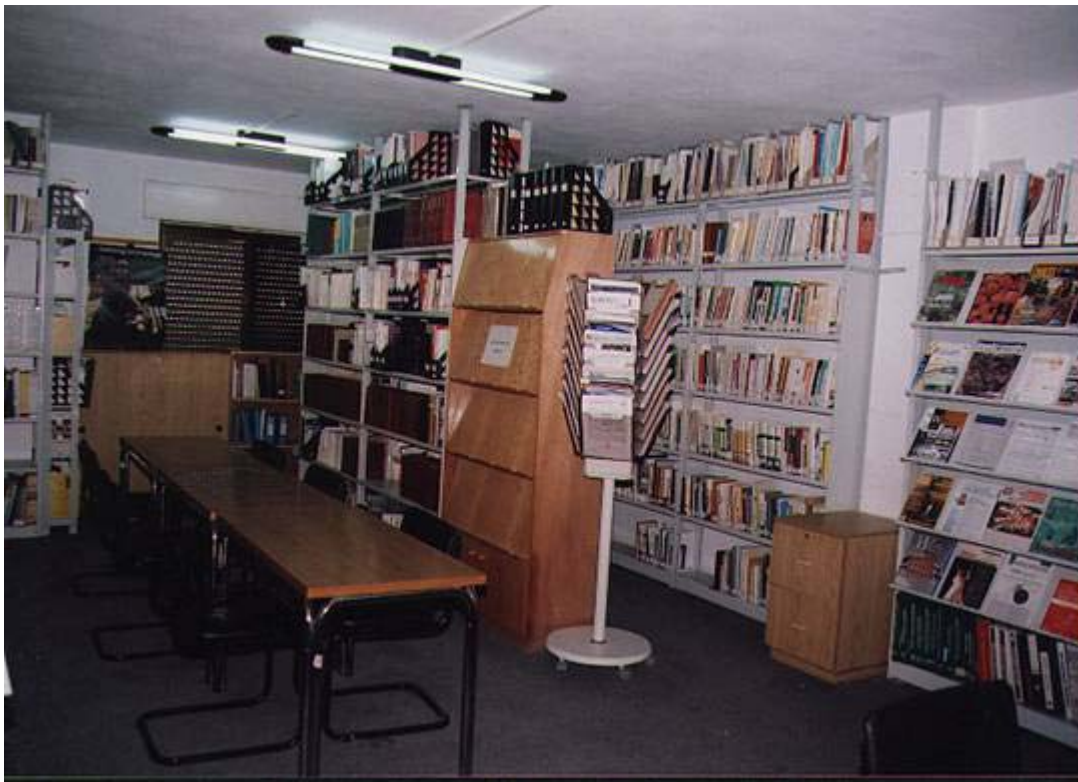


The Library consists of approximately 7000 resources in English and Arabic including seventy new titles, which were added in 2000. The publications include books, magazines, articles, periodicals, videos, CDs, databases, training manuals, and other resources in the fields of management and agriculture.

The library uses the CDS/ISSIS classification system. This year a request was made for including Minisis, which is a new Data Base in windows that would make it much easier for the researcher to conduct research.

The library is open to researchers, and any one interested in utilizing the Library during working hours, where they can read and photocopy any material on the premises.

MA'AN is continuously working on updating and expanding the resources in the Library.



Research and Information Unit:

In MA'AN's mission towards sustainable human development, one of its endeavors is conducting developmental research. MA'AN strives to contribute to applied research in the field of agriculture and development by encouraging information and knowledge exchange by providing various sources of material on agricultural and developmental issues. MA'AN also encourages discussion and cooperation in other issues such as national economic and social development.

MA'AN carries out its research by cooperating with other researchers in conducting market research and needs assessment studies for specific target groups, as well as establishing databases in agricultural and developmental subjects.

George Kurzom, Research Coordinator at MA'AN, is responsible for the research unit and conducts all necessary research on environmental and agricultural issues.

In March 2000 as one of the components in the project funded by the Heinrich Boell Foundation, (the project is discussed in detail on page...under Rural Development Program), 23 intensive instructional pamphlets concerning plant diseases and organic ways of combating them were developed by George Kurzom. The Pamphlets were disseminated to the Ministry of Agriculture and the Ministry of Environment as well as to the farmers that participated in the workshops. The pamphlets are available at MA'AN's Ramallah office.



Following is a list of the Pamphlets:

Pamphlet (1): “Steps to be implemented before using organic pesticides”.

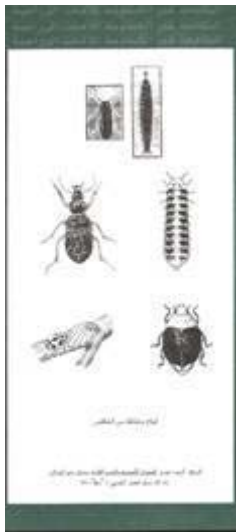
Pamphlet (2): “General background of non-chemical measures to control agricultural pests and diseases, and some preventive measures”.

Pamphlet (3): “Non-chemical measures to control aphids”.

Pamphlet (4): “Non-chemical measures to control spiders and moths-butterflies”.

Pamphlet (5): “Non-chemical measures to control thrips, tick and clover grasshopper”.

Pamphlet (6): “Non-chemical measures to control dichers”.



Pamphlet (7): “Non-chemical measures to control “bemisia tabaci”.

Pamphlet (8): “Non-chemical measures to control cabbage fly, “syringopais temperatella” and wire worms”.

Pamphlet (9): “Non-chemical measures to control “ceroplasters rusci”, “mite/dermestes” and “termes flavipes”.

Pamphlet (10): “Non-chemical measures to control slugs & snails, big insects and birds”.

Pamphlet (11): “Non-chemical measures to control butterflies & caterpillars, fleas & flea beetles and grasshopper”.

Pamphlet (12): “Non-chemical measures to control ceratitis capitata and drosophilia spp”

Pamphlet (13): “Non-chemical measures to control woodlouse/ pill bug, mosquito, sugar cane fly, Rasperry – bush beetles, leaves weevil and lecanium ilicis”.

Pamphlet (14): “Non-chemical measures to control nematodes”.

Pamphlet (15): “Non-chemical measures to control fungi diseases (in general and specific diseases)”.

Pamphlet (16): “Water, temperature and minerals control in soil and plants”.

Pamphlet (17): “Non-chemical measures to control weeds”.

Pamphlet(18): “Strategies to minimize or prevent agricultural pests and diseases”.

Pamphlet (19): “Companion planting”.

Pamphlet (20): “Agricultural rotation”.

Pamphlet (21): “Agro – biodiversity, planting schedule, and land preparation for farming”.

Pamphlet (22): “Balanced irrigation, organic fertilization, mulching, earthworms increase in soil”.

Pamphlet (23): “Agro ecological practices to prevent agricultural pests and diseases”.

MA'AN's Staff:

Ramallah Office:

Sami Khader, *Director General*
George Kurzom, *Research Unit Coordinator*
Hazem Quneibi, *Accountant*
Karam Sandouka, *Training Coordinator*
Sandra Rasheed, *Resource Development Coordinator*
Wedad Nasser, *Project Coordinator*
Ghada Kaddoumi, *Training Coordinator*
Nadine Wadi, *Financial Training Officer*
Riham Abu Khalil, *Executive Secretary*
Sabah Ilian, *Administrative Assistant*
Mohammad Al-Bayari, *Office Clerk*
Al- Mu'tasem Afaneh, *Part Time Librarian*



Sandra



Wedad



Mohammad



George



Riham



Hazem



Karam



Mu'tasem



Nadin

Gaza Office:

Jaber Qudyh, *Gaza Branch Director*
Reem Radwan, *Training Coordinator*
Hala Dalo, *Secretary*
Hani Skaik, *Financial Training Officer*



Jaber



Hala

Not Pictured: Ghada Kaddoumi, Reem Radwan, Hani Skaik



Resource Development:

proud to boast a team of qualified and professional staff. MA'AN is dedicated to maintaining a standard of excellence, which includes quality control and continued learning. Staff at MA'AN participate in various training courses and workshops throughout the year. Following are the training courses taken by MA'AN staff in the year 2000:

Development Activities: Ramallah Branch

	Activity	Date	Hours	Funded by
George Kurzom Branch Coordinator	Seminar where he presented a paper on: "State Declaration: Does it help National Rights?"	September, 2000		Cultural Munif Barghouti Center,
	Seminar where he presented a paper on: "Normalization between Israelis and Palestinians"	November, 2000		Birzeit University, Birzeit
	Seminar where he presented a paper on: "Boycotting Israeli and American Products"	November, 2000		Chamber of Commerce, Ramallah
	Seminar where he presented a paper on: "Economy of Resistance"	November, 2000		Society of In'ash El-Usra, Al Bier
	Conference where he presented a paper on: "Promoting Local Innovations in Agro ecology and NMR(National Resource Management). He was elected as the NGO representative of West Asia and North African region for post GFAR follow-up.	May 21-23, 2000		GFAR (Global Forum on Agricultural Research), Dresden, Germany
	Published 23 instructional pamphlets on "Non-chemical Pest Control"			
	Published "Economy of Resistance: Promoting culture of production of sharing instead of a culture of consumption and dependency"			Cultural Munif Barghouti Center,

MA'AN

No	Name	Course	Date	Hours	Funded By
2.	Karam Sandouka <i>Training Coordinator</i>	Report writing\ training workshop	August 26-30, 2000	25	Massar Association and Welfare Consortium Association
3.	Sabah Ilian <i>Administrative Assistant</i>	Strategic Planning	May, 2000	30	Continuing Education Department and Welfare Association
4	Ghada Kaddoumi <i>Executive Secretary</i>	Executive Secretary		25	BDC/MA'AN
5.	Wedad Nasser <i>Program Coordinator</i>	Communication Skills Report Writing\ Training Workshop	July 22-26, 2000 August 26-30, 2000	30 25	Continuing Education Department Massar Association and Welfare Association
6.	Hazem Quneibi <i>Accountant</i>	Communication Skills Integrated Marketing Communication	July 22-26, 2000 September 10-14, 2000	30 30	
7.	Sandra Rasheed <i>Resource Development Coordinator</i>	Budgeting and Financial Planning Sinfonie Workshop Strategic Planning	May 13-17 May, 2000	30 18	GTZ/PNID

Staff Development Activities/ Gaza Branch:

No	Name	Course	Hours	Funded By
8.	Jaber Qudyh Gaza Branch Director	Enterprise Consultancy	10	GTZ
		TOT Upgrade Workshop	18	GTZ
		Sinfonie Workshop	18	GTZ
		Resource Management Module	15	GTZ
9.	Hala Dalo Secretary	Internet Course	8	PNGO
		Communication Skills	30	Welfare Association/ Gaza
10.	Reem Radwan Training Coordinator	PNGO's News Preparation Skills	6	PNGO

Organizational Structure

Board of Directors:

MA'AN's Board of Directors was increased this year from five to seven members due to a new Palestinian NGO law that went into effect in 2000. According to the new law, the Board of Directors must consist of at least seven members and the Director General of the organization or institution cannot be a member. MA'AN's Board includes, the Chairperson, Deputy Chairperson, Treasurer, Secretary, and three other members. The Board of Directors work closely with the Director General to achieve MA'AN's goals and objectives. Authorized by the General Assembly, the Board supervises the implementation of policies and strategy. Regular meetings, once a month, assures quality and consistency in the attainment of MA'AN's mission.



Odeh Shihadeh, Chairman of Board of Directors and Sami Khader

Members of the Board are:

Chairperson: Odeh Shihadeh
Treasurer: Alex Kuttab
Member: Lillian Tarazi
Member: Arafat Abu Sneineh

Deputy Chairperson: Hanan Rabani
Board Secretary: Raji Musleh
Member: Afaf Aquel

Director General:

Sami Khader, MA'AN's Director General since its establishment in 1989, takes great pride in the uniqueness and quality of the developmental programs at MA'AN. As one of the founders of MA'AN Development Center Mr. Khader was, previous to the new Palestinian NGO law, also a member of the Board of Directors The Director General is appointed by the Board members and is responsible for the implementation of policy decisions, planning, management, and administration at MA'AN. He reports to the Board of Directors once a month.



Afaf Aquel, Salwa Al-Bargouthi, Alex Kuttab, Jalal Naser Al-Dean, Amin Gousheh, Ziad Abdallah

General Assembly:

The General assembly was increased from 16 to 31 members in 2000. The members include experts in various fields including health, agriculture, development, economics, business, accounting, sociology, demography, engineering, education, international law and history. Most of the members have extensive experience in the NGO sector and come from different geographical areas and sectors.

MA'AN's General Assembly members

<i>Name</i>	<i>Specialization</i>	<i>Name</i>	<i>Specialization</i>
Abdallah Abdallah	Electronic Engineering	Abdel Fatah Al QalQilli	Economics
Afaf Aqel Hamayel	History	Ahmad Abu Ghoush	Developmental Studies
Alex Kattab	Accounting	Amin Ghousheh	Educational Psychology/ training International Relations
Anis Al-Barghouti		Arafat Asfoor	
Basma Abu Swei	Sociology	Bassam Al Lou Louel	
Hanan Al-Rabani	Developmental Studies	Jaber Qudieh	Sociology
Jihan Al Hilo	Political Science and Business Administration	Lillian Tarazi	Sociology
Maha Abu Shousheh	Sociology	Mahmood Abdallah	Agricultural Engineering Industrial Engineering Engineering
Marwan Alkhawaja	Demography	Mazen Sinokrot	
Mohammad Anees	Importing and Exporting Economics	Mohammad Al- Amouri	
Odeh Shihadeh		Omar Abdel-Raziq	Economics
Othman Daoud		Raji Musleh	Dentistry
Ribhy Qatamesh	International Law	Salwa Al Barghouti	School Administration
Salwa Omar	Educational Psychology	Sameer Haleila	Sociology
Sami Khader	Sociology	Talal Nasir Al Dean	Industrial Chemistry
Ziad Abdallah	Sociology		



Salwa Omar, Jihan Helau, Osama Al-Amouri, Arafat Asfour, Afaf Auqul



Amin Gouhsheh, Sami Khader, Hanan Rabani, Ribhi Katamesh, Anis Bargouth



General Assembly Member, Ziad Abdallah, and Mazen Sinkrot



Odeh Shehadeh, Abed Al-Fatah Al Qalili, Ahmed Abu Ghosh, and the rest of the General Assembly.

Mustashar Elections:

On Wednesday September 12th, 2000, the elections of the Palestinian Association of Management Consulting Firms (Mustashar). in Palestine took place. Fourteen companies and institutions participated in the elections. MA'AN Development Center achieved the majority of the votes. With these elections, MA'AN will be the first administrative council for the Union.

Administrative Board Candidates and Results:

Results of Elections:

- Emad Abu-Dia'a 9 votes
- Bahij Biqawi 12 votes
- Amjad Al-Ghanem 2 votes
- Fadi Nabulsi 4 votes
- Sami Khader 14 votes**
- Diana Manah 10 votes
- Hazem Qawasmi 11 votes
- Nael Shabarow 13 votes
- Adnan Faramand 13 votes

نتائج انتخابات إدارية	
١٤	سامي خدر
١٢	بهيج بيقوي
١١	هازم قواسمي
١٣	نايل شبارو
٩	عماد أبو ديا
١٠	ديانا مناه
٢	أمجد الغانم
٤	فادي نابلسي

مديرية التنمية
١٢/٩/٢٠٠٠



English for Secretaries given by MA'AN's English Trainer Regina Khoury.

MA'AN Beneficiaries 2000 / West Bank

Private institutions:

- Abu Shaweish Communications Group
- AIMEE Company
- ALIF ALIF Company
- Al-Wedad Contracting Company
- Arab Bank
- Arab Contracting Company
- Arab Medical Equipment and Supplies Company
- Arab/Egyptian Investment Bank
- Best Eastern Hotel
- City Inn Hotel
- Dar Al-Shifa Company
- Eastern Company
- In Ex For Engineering
- Insurance Company
- Jerusalem Investment Company
- Jordan Bank
- Jordan National Bank
- Masrouji Company
- Palestine Communications Company
- Palestine Investment Bank
- Palestinian
- Palestinian Company
- PAL-TEL
- Sakhtian Brothers Company
- Sha'rawi Sugar Production Company
- Sinokrot Company
- SITCO
- Union Elevator Company
- United Feed Company
- Vegetable Oil Company
- Vegetable Oil Factories Company
- World Office for Commercial Services

Governmental:

- Al- Qarrara Municipality
- Ceilat Al-Thaher Industrial School
- Deir Debwan Industrial School
- Dewan
- Jericho Municipality
- Khalil Secondary Industrial School
- Ministry of Agriculture
- Ministry of Economy and Trade
- Ministry of Education
- Ministry of Higher Education
- Ministry of Information
- Ministry of Labor
- Ministry of Local Government Ramallah
- Ministry of Parliamentary Affairs
- Ministry of Public Works
- Ministry of Youth and Sport
- Ministry Social Affairs
- Nablus Industrial School
- Palestinian Central Bureau of Statistics (PCBS)
- Palestinian Police Force
- Palestinian Radio and Television Federation
- Palestinian Union Women ?
- Palestinian Water Authority
- PECDAR
- Ramallah Municipality
- Tulkarm Industrial School
- United Artist Fund-Economic Partners Committee
- Wedads Nasir-Al-Dean Secondary School

NGO's

- Abu Raya Center
- Al-Rawdah College of Science Vocations or Al-Rawdah Technical Community College
- Birzeit General Health Clinic?
- Birzeit University
- Defense of Family
- Engineers Association
- Friends Society for the Blind
- Friends Society?
- Isqaqa Committee
- Jerusalem Industrial School
- Jerusalem University
- Jouthour Cultural and Arts Center
- Lutheran World Federation School
- MA'AN Development Center
- Marda Permaculture Center
- Mountada for Cultural Graduates?
- Najah University
- Palestinian Child Cultural Center
- Palestinian Red Crescent Society (PRCS)
- Palestinian Refugee and Relief? Center
- Palestinian Working Women Society
- PARC
- PNGO
- Qaritas Hospital
- Star Mountain Center
- Tamer Institute
- Union of Agricultural Work Committee
- Women's Program Center- Al-Ein Refugee Camp
- Women's Program Center- Asqar Refugee Camp
- Women's Program Center- Balata Refugee Camp
- Women's Program Center- Tulkarm Refugee Camp
- Working Women Committee
- YMCA

International NGO's:

- International Christian Committee
- Middle East Council of Churches
- Save the Children Federation
- UNDP
- UNRWA

MA'AN Beneficiaries 2000 / Gaza Strip

Private institutions:

- PAL-TEL
- Arab Bank
- Palestine Investment Bank

Governmental:

- Al- Qarrara Municipality
- Al Skhara Establishment

International NGO's:

UNDP

NGO's

- Al Huda Development Association/ Banisohalla
- Al-Amal Society/ Rafah
- Al-Majed wWomen Association/ Al-Nuseriat
- Al-Mujamma' Al-Islami
- Association of Engineers/ Gaza
- Atfaluna Society/ Gaza
- Bud Flower Association for Affection and Hope/ al-Magazy
- Federation of Agricultural Work Committees/ Gaza
- Friends of Blind Rehabilitation Society
- Gaza Community Mental Health/ Gaza
- IUG
- Khuza'a Permaculture Center/ Khan Yunis
- Magahzi community Rehabilitation Association
- Middle East Council of Churches
- Palestinian businessmen Association/ Gaza
- PASHA/ Dir El Balah
- PNGO
- Qarara Social Development Center/ Khan yuonis
- Red Crescent Society
- Rehabilitation Center/ Al-Nauseriat
- Shams Houryah Association/ Dir El-Balah
- Science and Culture/ Al-Nuseriat
- Special Olympics Palestine
- The Jabalia Rehabilitation Society for the Handicapped
- Women Programs Center/ Al-Nuseriat
- Women Programs Center/ Al-Bareij
- Women Programs Center/ Dir El-Balah
- Women Programs Center/ Beach



How To Contact Us



Main Office Ramallah

Contact person: Sami Khader, *Director General*
Ramallah Chamber of commerce Building
Opposite the Post Office
4th Floor
Ramallah



Telefax: 00-972-2-295-4451/ 298-6796/298-6698
PO BOX 51352 or 51793, Jerusalem
E-Mail: maanc@palnet.com



Gaza Branch Office

Contact person: Jaber Qudyh, *Branch Director*
Burj Aljala Building,
4th Floor
Gaza City, Gaza Strip
Telefax: 00-972-8-282-3712 / 283-9773
PO BOX 5165, Gaza



E-Mail: maan-g@palnet.com

Internet Site: www.maan-ctr.org

Want to Help?

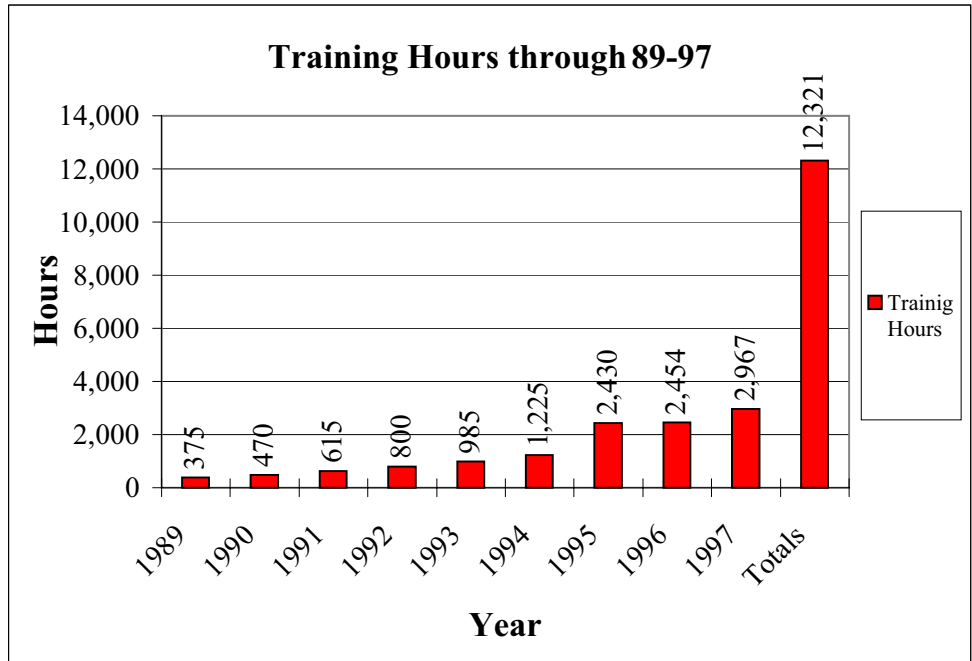
Donations in the following forms are welcomed by MA'AN:

- ❖ Financial support to cover our various operating and project costs (checks or money orders in US dollars may be made out to our bank accounts); contact us by phone, fax, or e-mail for more information.
- ❖ Donations of training and developmental literature for our Library and Resource Unit.
- ❖ Voluntary specialist work and international exchange.
- ❖ Develop new partnerships and cooperation for innovative projects

MA'AN Development Center appreciates your material and moral support in order to accomplish its tasks and to achieve its goals.

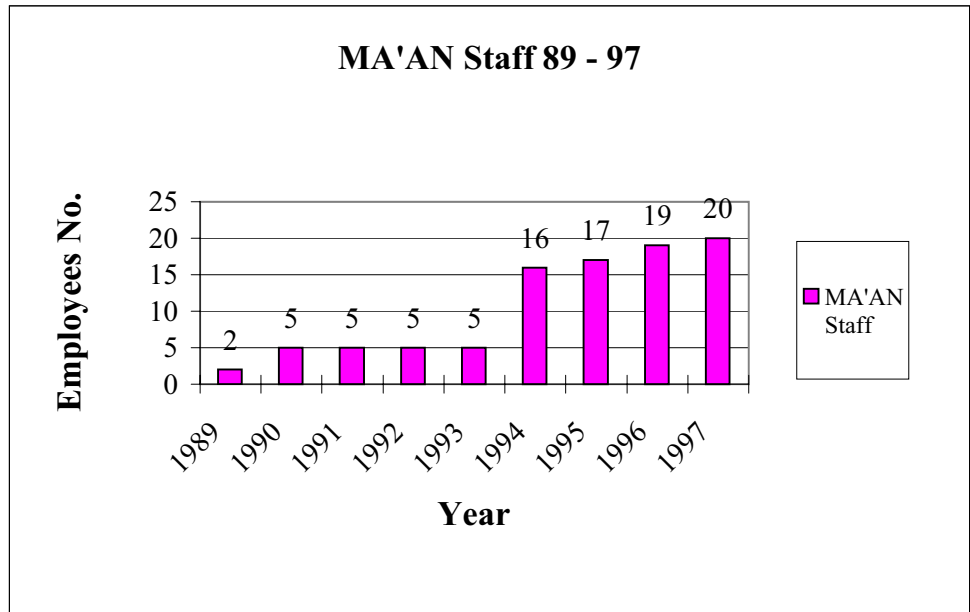
**Training Hours
Through 89 - 97**

Year	Trainig Hours
1989	375
1990	470
1991	615
1992	800
1993	985
1994	1,225
1995	2,430
1996	2,454
1997	2,967
Totals	12,321

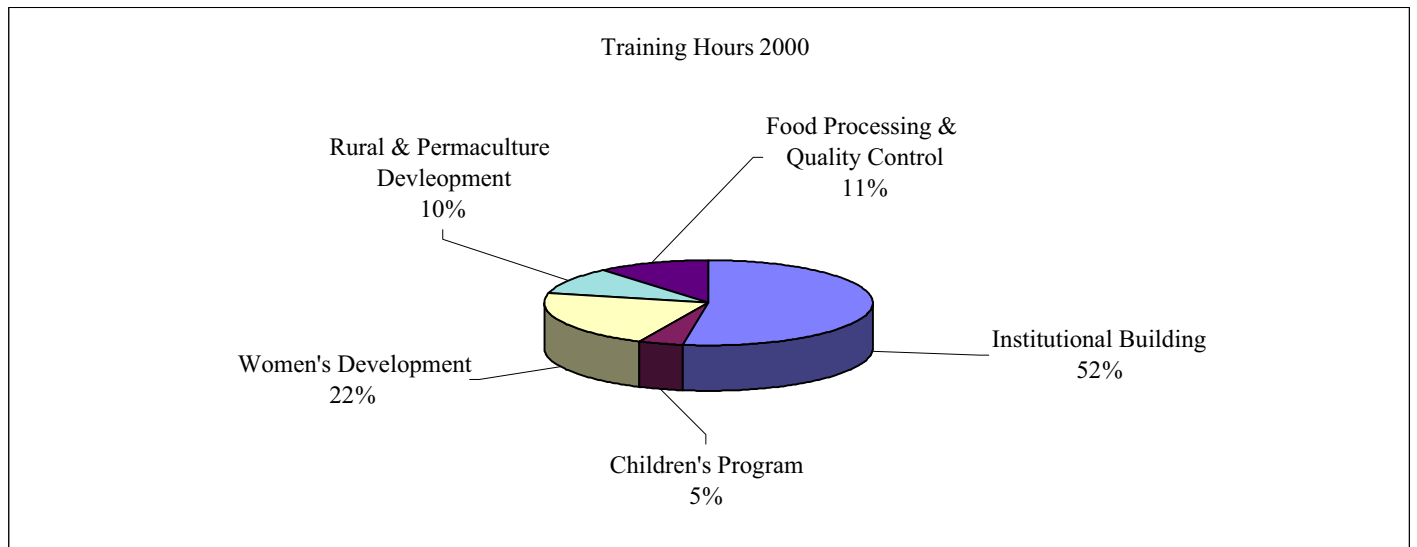


**No. of MA'AN
Staff in 1997**

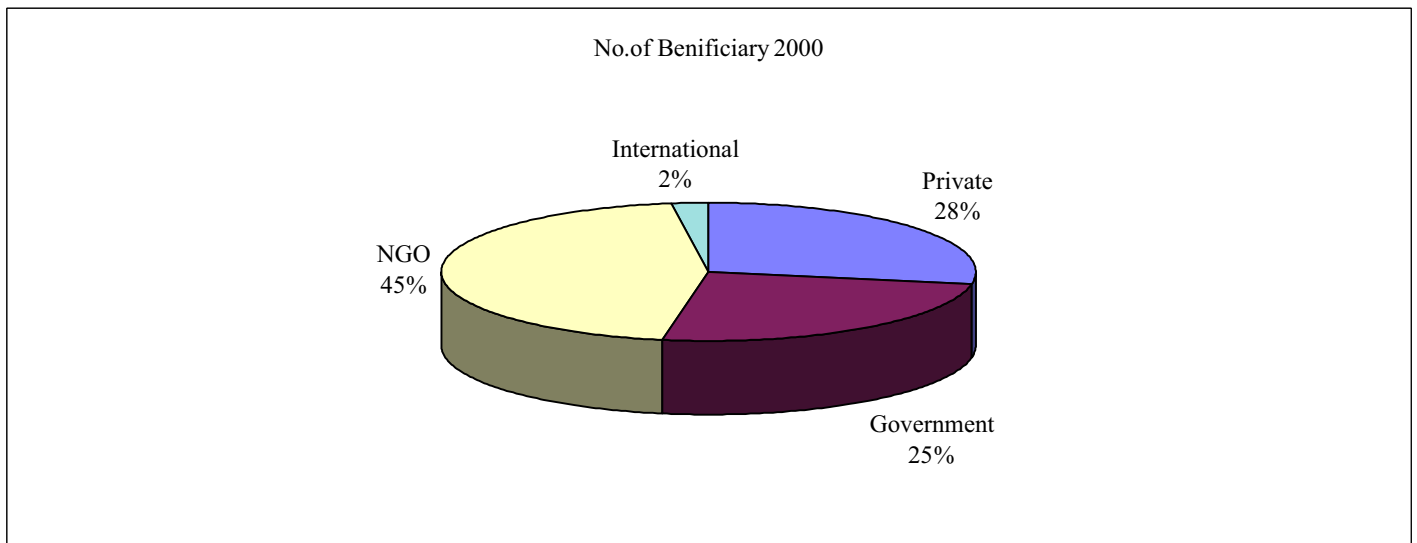
Year	MA'AN Staff
1989	2
1990	5
1991	5
1992	5
1993	5
1994	16
1995	17
1996	19
1997	20



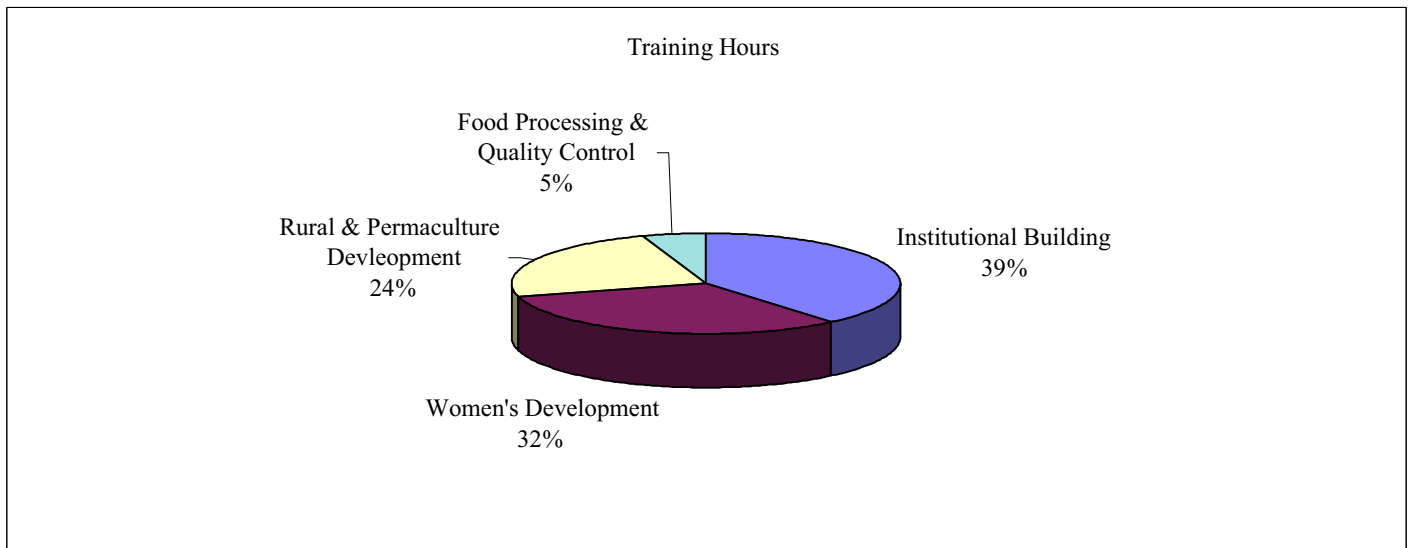
Program	Training Hours
Institutional Building	760
Children's Program	67
Women's Development	313
Rural & Permaculture Development	147
Food Processing & Quality Control	162



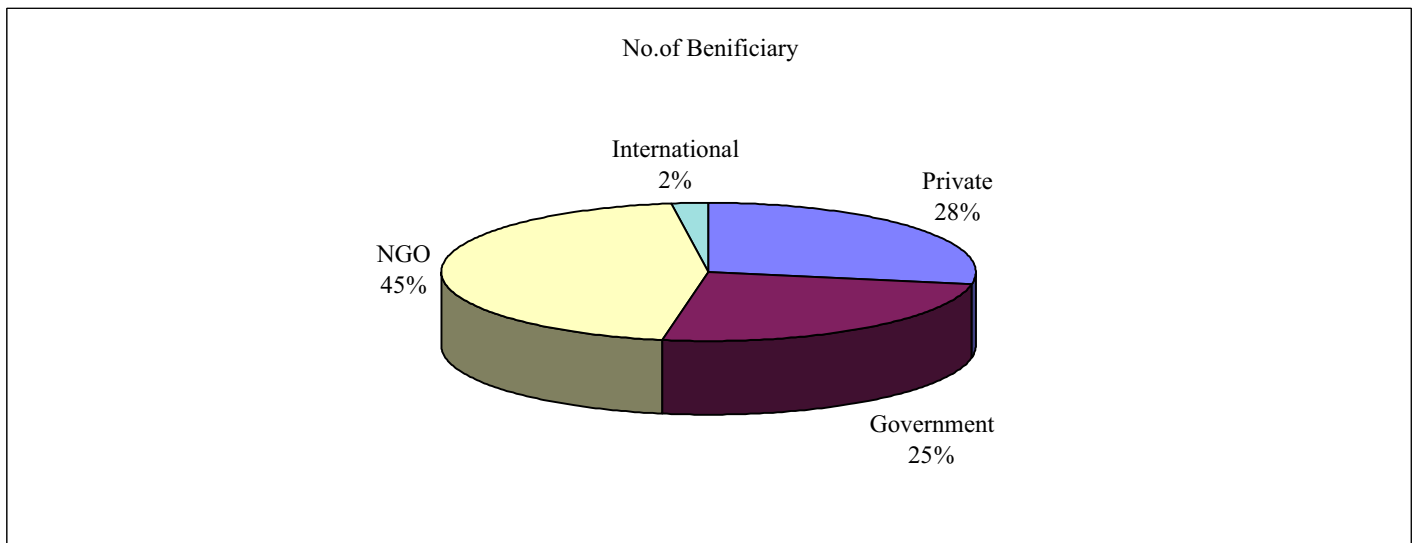
Beneficiary Institutions	No. of Beneficiary
Private	50
Government	45
NGO	81
International	4
Total Beneficiary	180



Program	Training Hours
Institutional Building	1146
Women's Development	949
Rural & Permaculture Deveopment	702
Food Processing & Quality Control	160

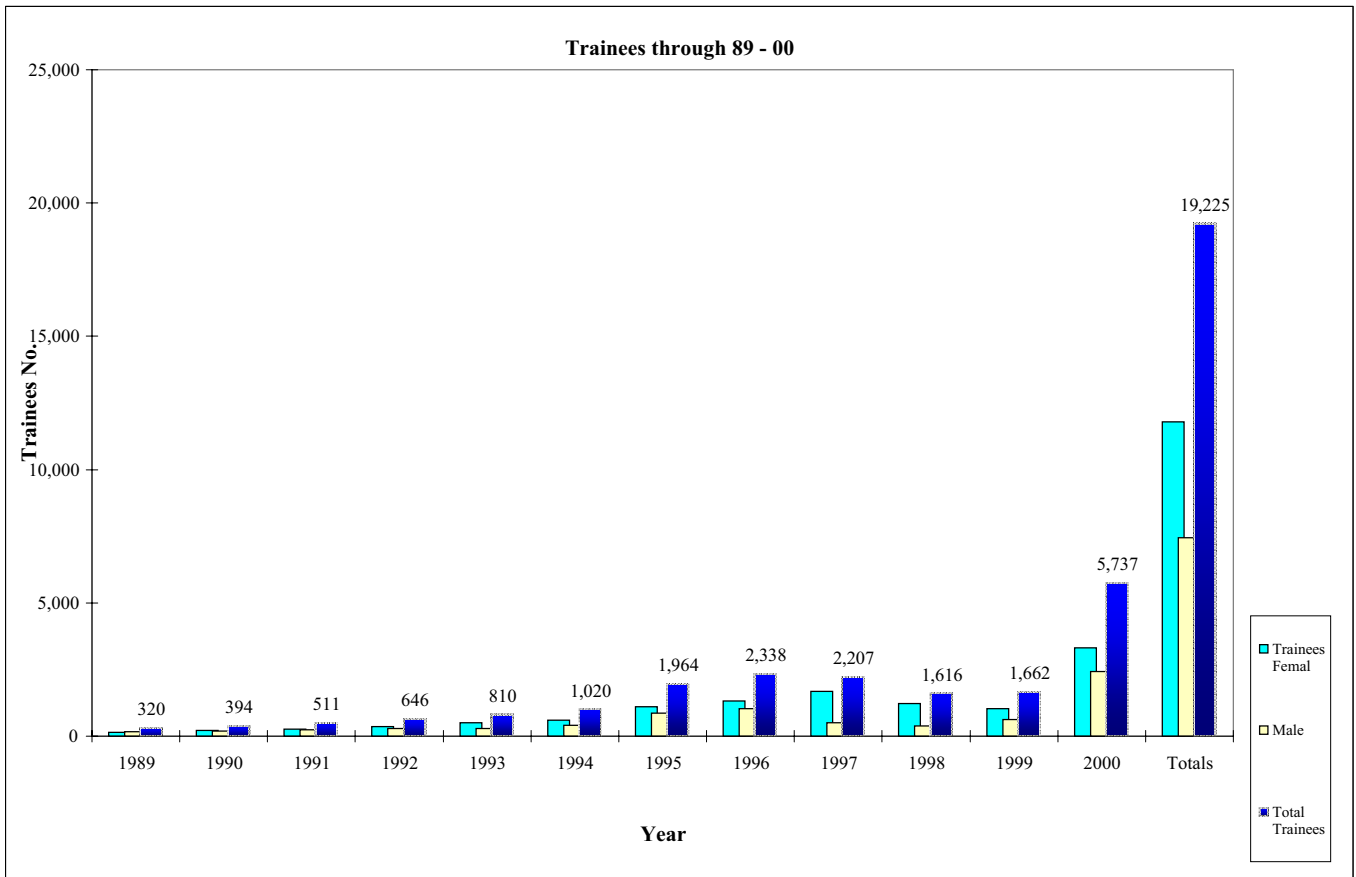


Beneficiary Istitutions	No.of Benificiary
Private	50
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NGO	81
International	4
Total Beneficiary	180



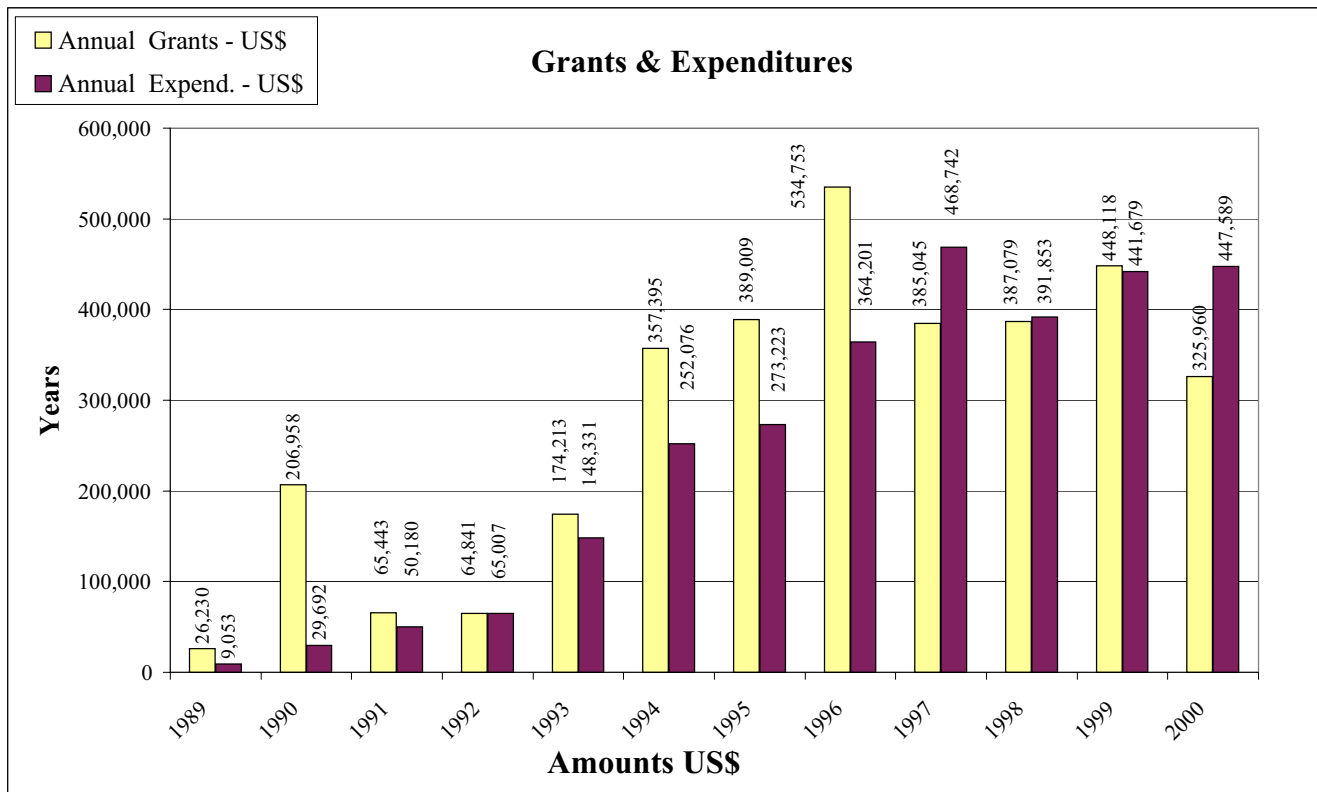
Trainees through 89 -00

Year	Trainees		Total Trainees
	Femal	Male	
1989	140	180	320
1990	210	184	394
1991	271	240	511
1992	352	294	646
1993	512	298	810
1994	610	410	1,020
1995	1,105	859	1,964
1996	1,312	1,026	2,338
1997	1,691	516	2,207
1998	1,226	390	1,616
1999	1,040	622	1,662
2000	3,316	2,421	5,737
Totals	11,785	7,440	19,225



**SYNOPSIS FROM THE AUDITED
FINANCIAL STATEMENT THROUGH THE
YEAR 1989 - 2000**

Year	Annual Grants - US\$	Increased By	Annual Expend. - US\$	Increased By
1989	26,230	0%	9,053	0%
1990	206,958	689%	29,692	228%
1991	65,443	-68%	50,180	69%
1992	64,841	-1%	65,007	30%
1993	174,213	169%	148,331	128%
1994	357,395	105%	252,076	70%
1995	389,009	9%	273,223	8%
1996	534,753	37%	364,201	33%
1997	385,045	-28%	468,742	29%
1998	387,079	1%	391,853	-16%
1999	448,118	14%	441,679	13%
2000	325,960	-37%	447,589	1%
Total	3,365,044		2,941,626	



**SYNOPSIS FROM THE AUDITED
FINANCIAL STATEMENT THROUGH THE
YEARS 1989 - 2000**

Year	Assets	Assets-\$ Accumulated	Increased By	Year	Liability	Liabilities-\$ Accumulated	Increased By	Fund Balance US \$
1989	21,635.00	21,635.00	0%	1989	4,458.00	4,458.00	0%	17,177.00
1990	188,616.00	210,251.00	872%	1990	11,350.00	15,808.00	255%	194,443.00
1991	16,914.00	227,165.00	8%	1991	-3,777.00	12,031.00	-24%	215,134.00
1992	12,339.00	239,504.00	5%	1992	4,221.00	16,252.00	35%	223,252.00
1993	26,681.00	266,185.00	11%	1993	799.00	17,051.00	5%	249,134.00
1994	114,716.00	380,901.00	43%	1994	9,397.00	26,448.00	55%	354,453.00
1995	173,725.00	554,626.00	46%	1995	57,939.00	84,387.00	219%	470,239.00
1996	122,369.00	676,995.00	22%	1996	8,068.00	92,455.00	10%	584,540.00
1997	-115,746.00	561,249.00	-17%	1997	-27,941.00	64,514.00	-30%	496,735.00
1998	-55,473.00	505,776.00	-10%	1998	19,234.00	83,748.00	30%	422,028.00
1999	-11,892.00	493,884.00	-2%	1999	337.00	84,085.00	0.4%	409,799.00
2000	-15,504.00	478,380.00	-3%	2000	94,668.00	178,753.00	112.6%	299,627.00
Total	478,380.00			Total	178,753.00			

Liabilities of 2000 include \$87,016 Reserve for Severance pay & \$78,025 deferred revenue.

