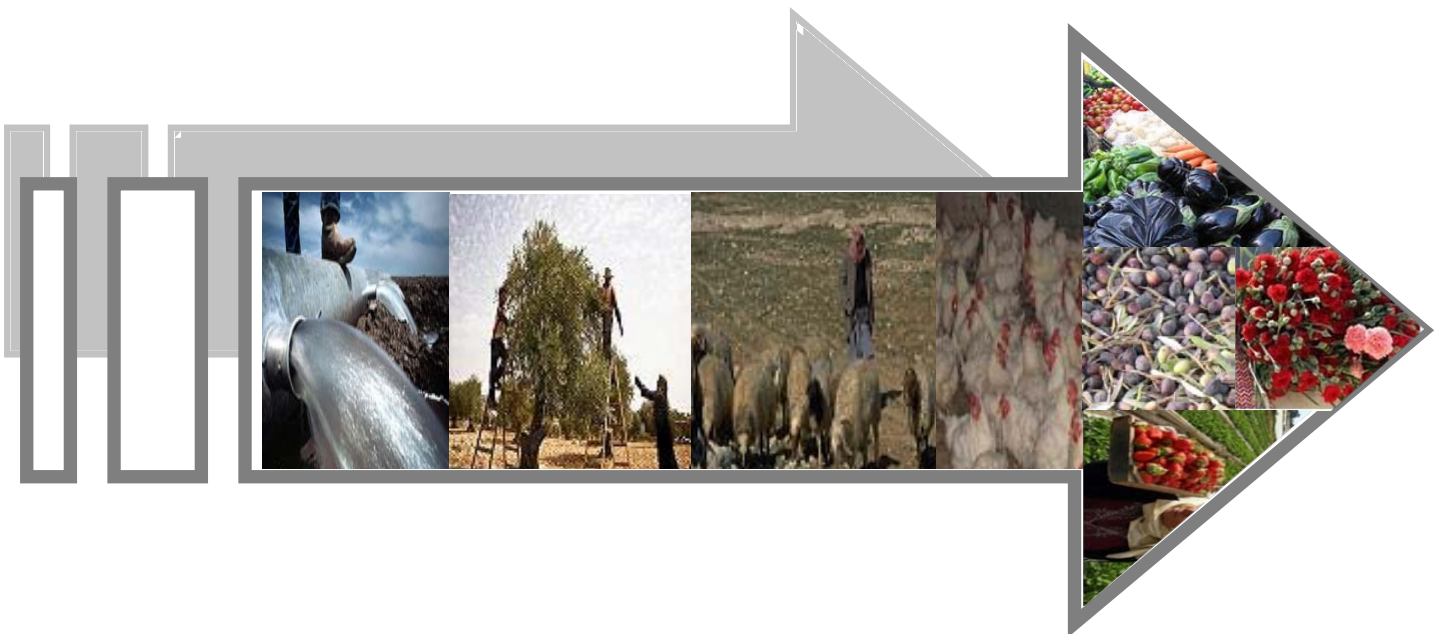




**Palestinian National Authority
Ministry of Agriculture**

AGRICULTURE SECTOR STRATEGY “ A SHARED VISION” 2011-2013





**Palestinian National Authority
Ministry of Agriculture**

AGRICULTURE SECTOR STRATEGY

**“A SHARED VISION”
2011-2013**



With Technical support from
Food and Agriculture Organization of the United Nations (FAO)

July 2010

This document was prepared with generous support of the
Governments of Norway and Spain

Forward

Agriculture is a foundation of the Palestinian nation and is an integral component of Palestinian cultural, economic and social life. Before 8000 BC, since the time of the Alntovip civilization, Palestinians were pioneers and innovators in agriculture and agricultural production knowledge, which inspired those both in and outside the region. Today, agriculture remains of great significance to Palestinians, symbolizing the crux of Palestinian national identity, of which affiliation with the land is at the core. Agriculture symbolizes resilience against land confiscations and Israeli settlement activity and provides protection against both income and food insecurity during times of crisis. The Agricultural Sector is a pillar of the Palestinian national economy, a principal driver of economic growth, yielding large contributions to GDP, including dividends from commodity exports, and employing thousands of Palestinian men, women and youth. In addition, agriculture constitutes a major source of informal income for thousands of Palestinian families that is usually not considered in national statistics, protects Palestinian water rights and entitlements, and contributes to environmental protection sustainability. The total added value of the Sector has increased from USD 500 million in 2007 to USD 800 million in 2008.

The Israeli Occupation is one of the main obstacles to economic growth and agricultural development in Palestine. The protracted conflict perpetuates the status quo in terms of development and has even set off a process of de-development in the Gaza Strip and Area C, for example as of June 2009, a total of 46% of agricultural land in the Gaza Strip was assessed to be inaccessible or out of production¹ owing to destruction of lands during Operation Cast Lead (December 2008 – January 2009), prolonged blockade and inaccessible areas lying within the “security buffer zone”. A continual shrinkage of Sea access severely impacts the fishing industry through overfishing and reduced revenues.

The latest military attack on Gaza has caused direct losses to the Agriculture Sector, in excess of USD 268 million. Since the establishment and expansion of Israel’s Separation Barrier in the West Bank, more than 700 000 dunums of land, including 150 000 dunums of fertile agricultural land, has generated substantial direct losses, estimated at USD 140 million. More than 85 percent of rangelands in the West Bank remain under occupation. There are 199 Israeli settlements and 232 outposts built in the West Bank, extorting land and control of resources, and undermining Palestinian entitlements to land and water resources. A reported 220 000 dunums of additional land were confiscated for bypass and settlement road construction. Settler violence against Palestinians and Palestinian property in the West Bank is prolific. Theft and looting of land includes the destruction of olive trees, demolition of barns, attacks on livestock, and sewage dumping on agricultural land. Israeli roadblocks and border closures inhibit the movement of people and goods, again severely restraining economic activity. More than 80 percent of water sources in the West Bank remain under tight Israeli control. Unimpeded use of water resources in the West Bank would potentially increase agro-GDP by up to 10 percent and generate 110 000 jobs, by increasing the total

¹ EUNIDA. March 2009. Final Report: Damage Assessment and Needs Identification in the Gaza Strip, produced for the European Commission,

cultivated area under irrigation, according to a 2009 World Bank report².

The National Agriculture Sector Strategy 2011 – 2013, details the response of the Palestinian National Authority (PNA) to these limitations and challenges, by setting goals and priorities which will ensure the elimination of obstacles to development and tackles the effects of the Israeli occupation, as consistent with national goals and priorities outlined in the government program entitled, “Palestine: to end the occupation and the establishment of the State”, especially in the areas of institutional development and economic restructuring.

The National Agriculture Strategy was formulated on the basis of a scientific methodology, in accordance with the Ministry of Planning and Administrative Development’s (MoPAD) “Guide for the Preparation of Sectoral Strategies”. The formulation process allowed for the wide participation of all relevant stakeholders including various ministries, government institutions, NGOs, civil society and the private sector, in consultation with institutions of the international community. The Strategy was prepared through close technical collaboration with the Food and Agriculture Organization of the United Nations (FAO).

The Strategy outlines the ‘shared vision’ of the Agricultural Sector including priorities, strategic objectives, sectoral policies and interventions. The Strategy addresses 1) the effects of the Occupation; 2) enabling and activating the rights of Palestinians over resources; 3) support for small farmers and marginalized rural women; 4) sustainability and optimal use of resources, including addressing depletion and overuse of water and pasture lands; 5) reduction of land degradation and soil erosion; 6) desertification and climate change; 7) improving productivity; 8) enhancing food security; 9) provision of infrastructure and agricultural services; 8) improving the quality of Palestinian agricultural produce to compete in domestic and international markets; and 9) facilitating an attractive investment environment to strengthen the role of the private sector in agricultural development. Since the Agriculture Sector is a principal vehicle for state building and facilitating an end to occupation, there is a strategic need to provide detailed guidance on agricultural trade, food safety and control.

The implementation of the Strategy demands a budget of USD 1.5 billion over a three year period. Approximately USD 50 million will be drawn from investments annually, USD 60 million from foreign governments; USD 30 million through international NGOs; USD 20 million from microfinance institutions; USD 50 million from commercial banks; USD 80 million concessional lending; and USD 80 million from private sector investment. Additionally, the Ministry of Agriculture (MoA) is currently implementing projects worth USD 30 million and there are new projects to be submitted to donors, worth USD 100 million.

The Strategy is results orientated with its principal goal to increase self-sufficiency to increase local agricultural products by 5 percent and raise the overall value of the Agricultural Sector to over USD 1 billion. This will be achieved by increasing the value of agricultural exports to USD 60 million and providing 50 000 jobs through increased water irrigation availability for farming by 60 million cubic meters and reclaiming 50 00 dunums of land.

To achieve the abovementioned results, conditions for implementation of the Strategy need to

² World Bank Report. April 2009. Assessment of Restrictions on Water Sector Development, Report No. 47657-GZ

be cultivated, including boosting cooperation and utilizing synergies between all stakeholders (the public sector, NGOs and private sector). Political and security stability in Palestine and the region and donor and private sector commitment to the Strategy are essential for its success. Additionally, solid marketing, reliable insurance, better access to water resources, the recovery of value-added tax and building the capacities and capabilities of the MoA are needed to lead the development of the Agriculture Sector.

To conclude, many thanks are extended to all those who have supported and contributed to the process of preparing this Strategy, led by Prime Minister Dr. Salam Fayyad. I would like to pay tribute here to MoPAD for its leading role in guiding the preparation of this Strategy, led by His Excellency, the Minister of Planning and Administrative Development, Dr. Ali Jarbawi and the staff of the MoA and members of the technical teams who supported the Strategy, Mr. Abdullah Lallouh, Director General for Planning and Policy in the MoA, and Dr. Walid Abed Rabbo, General Manager of NGO Horizon, who actively participated in the preparation of this Strategy.

Very special thanks and gratitude are due to the team at the Food and Agriculture Organization of the United Nations (FAO), particularly Dr. Azzam Saleh and Mr. Erminio Sacco for the technical support provided throughout the Strategy development process and the longstanding support to the Palestinian Agricultural Sector.

Last but not least, much appreciation and gratitude to the government, civil society institutions, private sector, farmers' associations, and international organizations, which spared no effort in supporting Palestinians to stand alone, and I hope and trust that everyone's efforts will be translated from this common vision to real achievements with tangible results.

Yours sincerely,

Dr. Ismail Daiq
Minister of Agriculture

Table of Contents

Executive Summary	VI
1. Introduction and Approach	VI
2. The Agricultural Sector Vision	VII
3. Agricultural Situation Analysis.....	VIII
4. Priorities and Strategic Objectives.....	XV
5. Agricultural Sector Policies	XVIII
6. Impacts of the Strategy on the Resources	XXIII
7. Monitoring and Evaluation	XXVI
Chapter I.....	1
1. Introduction.....	1
Chapter II	4
2. Vision of the Agricultural Sector	4
Chapter III	5
3. Agricultural Situation Analysis.....	5
3.1 Agricultural Resources	5
3.2 Agricultural Production.....	6
3.3 Agricultural Services.....	8
3.4 Institutional framework	10
3.5 Achievements and Current Activities	13
3.6 Legal framework	14
3.7 Impact of the Israeli occupation and subsequent predicaments	14
3.8 SWOT analysis.....	14
3.9 Role and importance of agriculture	16
Chapter IV.....	18
4. Priorities and Strategic Objectives.....	18
Chapter V	23
5. Agricultural Sector Policies	23
5.1 Policies that will promote farmers' perseverance, attachment to their land and retention of their occupations	23
5.2 Policies targeting the effective and sustainable management of agricultural resources throughout the Palestinian territory	25

5.3 Policies that support institutional and legal frameworks as well as develop and rehabilitate manpower working in the agricultural field.....	27
5.4 Policies that aim to improve the productivity of both plant and livestock activities and its contribution to realising food security	28
5.5 Policies targeting the establishment of agricultural infrastructure and delivery of appropriate agricultural services	30
5.6 Policies that will improve the Palestinian agricultural production capability of competition in local and external markets.....	32
5.7 Policies that aim to enhance the operational capacity of the agricultural sector to help achieve requirements of the state-building.....	33
Chapter VI.....	35
6. Impacts of the Strategy on the Resources	35
Chapter VII	42
7. Monitoring and Evaluation	42
7.1. Monitoring and Evaluation.....	42
7.2 Accountability	43
Appendix (1): Collation and Analysis of Surveys	44
Appendix (2)	64
Appendix (2.1): Agriculture areas, production and percentage of change in 2004/2008	64
Appendix (2.2): Production of fruit-bearing, olive and citrus trees over 2004-2008.....	64
Appendix (2.3): Area cultivated with fruit-bearing trees, vegetables and field crops in the Palestinian territory per governorate/2008.....	65
Appendix (2.4): Area cultivated with fruit-bearing trees, vegetables and field crops in the Palestinian territory per governorate/2004.....	66
Appendix (2.5): Change in the number of livestock in 2004/2008.....	67
Appendix (2.6): Livestock production in 2008	67
Appendix (2.7): Livestock production in 2004	67
Appendix (2.8): Livestock production in 2004 and 2008 as well as percentage of change.....	67
Appendix (2.9): Number of livestock in the Palestinian territory per governorate/2008	68
Appendix (2.10): Number of livestock in the Palestinian territory per governorate/2004	69
Appendix (3): Agriculture-related Legal Framework and Legislation	70
Annex (A): Policy Summary Form.....	73
Annex (B): Policy Implementation Form	130
Annex (C): Consultation Record Form.....	168
Annex (D): Members of national Sector Strategy Team	168
Annex (E): Members of technical committees	168

Executive Summary

1. Introduction and Approach

Agriculture is an essential component of the Palestinian national, cultural, economic and social fabric. Palestinians have been pioneers in transmitting and disseminating agricultural techniques to several countries in the region and outside. In addition to its traditional significance for nations and states, agriculture is particularly important for Palestinians as it embodies their perseverance, confrontation and adherence to their land under the threat of confiscation and settlement activities. It also provides a refuge and a source of income and food supplies at times of crises. In this context, a significant number of Palestinians, who were denied access to work in Israel, have resorted to the agricultural activity.

The Ministry of Agriculture and other relevant institutions have prepared several policies, strategies and plans for the development of agricultural sector with certain visions and assumptions, which regrettably did not materialize due to the continuous Israeli stubbornness and rigid position.

This Strategy has been designed to respond to the PNA trends and instructions on the preparation of a set of sectoral and cross-cutting strategies as a primary approach to develop the 2011-13 Palestinian National Plan (PNP), which will set forth the objectives and priorities of eliminating obstacles and adverse impacts of the Israeli occupation and establishing the Palestinian state.

Within this context and in the light of the guidelines and frames issued by the Ministry of Planning, the Ministry of Agriculture started early with the support of Food and Agriculture Organization of the United Nations (FAO) preparing for the formulation of the Agriculture Sector Strategy. An inception report entitled “Shared Vision for the Development of Agricultural Sector” was prepared to constitute the basis and ground for the consultations and discussions with the stakeholders, followed by the establishment of the Strategy Team chaired by the Minister of Agriculture and with the members from representatives of stakeholders and actors in the agricultural sector. Major tasks of the team were to approve the work mechanisms and plan of work, in addition to supervision, reviewing and guiding the process.

During 1/9/2009 – 8/10/2009 eight workshops were conducted, four of them were at governorate level and four institutional workshops aimed at, clarifying and elaborating on the content of the shared vision, collecting remarks and recommendations from the participants, identification of the contingent and priority needs and briefing the participants about the work mechanisms and the next steps. In addition, four specialized technical working groups consisting of experts and specialists from the Ministry of Agriculture and the Civil Society Organizations were established, they addressed the following subjects: 1) plant production 2) animal production 3) natural resources and 4) agricultural services.

In light of the above, the first draft of the strategy was prepared, discussed and comments were received from all stakeholders, the comments were integrated in the strategy which then presented to the Strategy Team who approved it in its present shape.

2. The Agricultural Sector Vision

The vision constitutes the frame work, the guide and the general objective which the agricultural sector is targeting within the next stage. The agricultural priorities, policies, plans and projects are derived from the vision which will be built on the reality and status of the agricultural sector, it also exhibits the guiding principles, assumptions, public and macro policies, precisely, the objectives that are mentioned in the Palestinian Reconstruction and Development Plan (2008-2010), as well as the Ending the Occupation, Building the State Document which was endorsed by the government in August 2009, and constitutes the program of the Thirteenth Government. Within this frame, the future vision for the Palestinian agriculture is:

Sustainable and feasible agriculture, that is capable of achieving food security, competitive in the local and foreign markets through an optimal use of resources as part of comprehensive development, and cementing the bonds and sovereignty of Palestinians over their land, there on towards building the state.

This requires the commitment of the consecutive governments, and relevant stakeholders to provide the following foundations for realizing the vision:

- 1- Overcoming the distortions resulted from the occupation and enabling the Palestinians to exercise control over their resources
- 2- Treat the agricultural sector equitably and paying a special attention to it
- 3- The responsibilities and tasks of developing the agricultural sector are shared, integrated and coordinated, within a clear frame of roles and responsibilities amongst its public, civil and private sector institutions in a content of transparency, accountability and integrity
- 4- Whereas the Palestinian agricultural sector mostly relies on small-scale farmers, government bodies and civil society organizations should give high priority to farmers' associations, cooperatives and boards
- 5- Optimally utilize and sustain the available resources, and stress the importance of halting the depletion and the over use of the available resources especially the ground water and range lands, as well as limit the effects and impact of desertification and climate change
- 6- Improve the capability of agricultural sector to attract investments through providing incentives, proper legislations, collaterals services and assurances needed to promote the private sector investments
- 7- Consolidate the presence of Palestinian agricultural expertise and competences on the regional and international levels.

3. Agricultural Situation Analysis

3.1 Agricultural Resources

The cultivated area is estimated at 1.854 million dunums, or 31% of the total area of the WBGS out of which 91% in the West Bank and 9% in the Gaza Strip. The rain-fed area constitutes 86% while the irrigated area constitutes 14% of the total cultivated land, the rangeland amounts to 2.02 million dunums. However, the area available for grazing is only 621 thousand dunums. In addition, forests stretch over an area of 94 thousand dunums. Palestine houses a total of 48 natural reserves, of these, only 17 reserves were transferred to the PNA concentrating in the Eastern Slopes and the Jordan Valley area. About 62.9% of the arable land is located in Area (C); 18.8% in Area (B); and 18.3% in Area (A).

Water available for agriculture amounts to 150 million cubic metres (mcm) per annum, and constitute, 45% of the total water used distributed to 70 mcm in the West Bank and 80 mcm in the Gaza Strip. Ground water wells are the main water source for irrigation in the Gaza Strip. In the West Bank, irrigation water is supplied by groundwater wells and springs, and Israel confiscates 82% of Palestinian ground water in the West Bank. The 2009 World Bank report on Palestinian water sources indicates that removal of Israeli restrictions and provision of additional water quantities will raise agricultural sector's contribution to the Gross Domestic Product (GDP) by 10% and will create approximately 110,000 additional job opportunities.

The Palestinian territory is rich of agricultural biodiversity and enjoys a diversity of climate and multiple agricultural environments, that qualify it to produce several crops over different periods of the year. However, global climate change has affected the Palestinian territory, particularly in terms of increasing and recurrent years of drought, frost and floods.

In 2004, there are a total of 101,000 agricultural holdings. Of these, 69.5% were plant holdings; 7.3% livestock holdings; and 23.2% mixed holdings.

There are (688,899) head of sheep, (322,082) head of goats and (32,986) head of cows, in addition to limited numbers of camels and horses in WBGS.

Major obstacles, challenges and issues pertinent to agricultural resources:

1. The Israeli occupation and the resulting predicaments whether destructions, distortions, confiscation, settlement, the wall or limitation of movement
2. Deteriorated status and inefficient use of water resources, over-pumping of ground water, unlicensed wells, encroachment on agricultural land and conversion the use of agricultural land to non- agricultural purposes
3. Contradictions and overlaps in authorities, weak institutional framework, incomplete legal framework and weak enforcement of respective laws and regulations.
4. Deteriorated status of the rangelands and biodiversity and weak mechanisms that deal with disasters as well as with the magnifications and impacts of climate change and desertification.

3.2 Agricultural Production

Agricultural production, both plant and livestock, contributes directly to achieving food security and fighting poverty by providing food, income and work for farmers and other stakeholders, thereby improving peoples living conditions. Local agricultural production brings about self-sufficiency of the majority of vegetables, olives, olive oil, poultry and eggs, and honey. It should be noted, however, that most production inputs and supplies are imported.

As for the planted area, it fluctuates from one year to other depending on the amount of rain, which in turn affects the production mainly of olives and field crops which reach in year of good rain five times more than in the years of low rainfall, same applies on numbers and production of livestock especially sheep and goats which depend mainly on the fodder prices, and rain fall accordingly the production of meat, milk and eggs fluctuates, the production of meat is decreasing while the production of milk and eggs was increasing over the past five years.

Main obstacles, challenges and issues pertinent to agricultural production:

1. The Israeli occupation and resultant impediments, including limited area of sea fishing; permanent and ongoing closure; flooding markets with Israeli products; displacement and intimidation of Bedouins and fishermen; limited freedom of the movement of goods and persons; bans of the importation of breeds, crop seeds and seedlings from abroad.
2. Reliance on import of agricultural inputs and supplies and the additional costs charged by Israeli mediators, as large profit margins added through them. This very evident in case of livestock production where the inputs cost amount to 61% of the animal production value.
3. Low productivity in the cases of sheep, goat and rain fed crops, this is mainly attributed to the weakness of the services delivered, weak finance, farm management and post harvest activities, in addition, to the endemic and transboundary diseases.

3.3 Agricultural Services

Provision of proper agricultural services is a significant factor that will positively impact competitiveness of agricultural products, particularly under the circumstances prevalent in the Palestinian territory. In addition to weak service delivery, Israeli distortions and absence of real support of agricultural products or exports are investment disincentive factors, which also debilitate agricultural competitiveness and profitability. Below is a presentation of the status of agricultural services:

1. Agricultural research:

Agricultural research is delivered by the Palestinian National Center for Agricultural Research, MoA agricultural stations, in addition, to the research conducted by the three agricultural colleges in the Al Najah, Hebron and Azhar Universities. Some of the NGO's also conduct agricultural research.

2. Agricultural education:

In addition to the university education delivered by the four colleges mentioned above and the distance learning programme offered by the AL Quds Open University, there are two agricultural schools the first is Beit Hanun operating in Gaza and the second is Aroub agricultural school operates in West Bank. Besides the B.Sc degree, the three agricultural colleges grant M.Sc. in certain specialization.

3. Agricultural extension and training:

Several government bodies, civil society organisations and private sector enterprises provide agricultural extension and training. Official extension services are provided by extension workers at MoA Directorates throughout governorates or at the extension units, training activities are conducted by agricultural institutions targeting farmer's extension workers, vets and other stakeholders active in agricultural sector.

4. Veterinary services:

The veterinary services delivered contribute to the protection of human and animal health through monitoring of the endemic and common diseases and applying the early warning and mitigation programmes, in addition to the vaccination programmes and campaigns conducted by the veterinary services.

It also assures the safety of animal's products for the use of human being. More over, it practices control over medicines to ensure its safety whether in its uses or efficiencies.

5. Plant protection:

Plant protection services play vital role in protection plant production through the execution of regulations and plant phytosanitary, which prohibits the entrance and spread of disease within the PNA areas. It also provides all the requirements for international trade and agreements related to plant protection and quarantine. The Ministry of Agriculture is the responsible body for the registration, and organization of all the operation related to the trade and handling of agricultural practices in PNA area. The Ministry also plays an essential role in identifying the safe use of pesticides and chemicals and to rationalize its uses which have direct impacts on agriculture, environment and food safety.

On the other hand, the private sector delivers certain extension activities which concentrate on marketing aspects.

6. Agricultural and rural finance:

The annual demand on agricultural credits is estimated at 200 million US\$, while the available loans are estimated at 30% only. Big share of agricultural finance is made available through the dealers, middlemen, and through lending from friends and relatives.

7. Agricultural insurance:

Due to the high risks and uncertainty factors in agriculture, agricultural insurance is constraints by several problems and obstacles among the most important is its high costs which render insurance infeasible for farmers under the present circumstances and pure economic terms.

8. Agricultural marketing and post-harvest services:

Despite the emphasis and high priority that the successive policies and plans have given to the subject, but the status of agricultural marketing and post harvest services is still much below the required level, this is attributed mainly to the Israeli occupation practices and its respective consequence.

Main obstacles, challenges and issues pertinent to agricultural services:

1. Impediments related to the Israeli occupation such as restricted movement and lack of control of PNA over the borders and crossing point.
2. Weak services delivered to the farmers, poor infrastructure, weak extension and scientific research and their linkages and weak investment promotion incentives.
3. Low coordination, contradictions and overlaps in the tasks and responsibilities of the institutions in addition to weak training and rehabilitation activities.

3.4 Institutional framework

Agriculture sector is characterized by being a multidisciplinary and multifaceted sector in addition to innumerable institutions working in the field of agricultural. Below is a presentation of the status of institutions involved in the agricultural activities:

1. The Palestine Liberation Organisation (PLO) and PNA

PLO and PNA have a pivotal role in shaping the context that pave the way to agricultural growth and development through management of the negotiation, issuance of legislations, allocation of budget, formulation of macro and sectoral policies and plans, institutional reform and development, management of foreign aid and channelling donors support to this sector.

2. MoA

The Ministry performs major duties in the regulation and management of the agricultural sector in addition to the oversight, supervision and delivery of certain basic services tasks. The Ministry carries out its assigned functions from its headquarter, agricultural and veterinary directorates and offices in the governorates and main gatherings. There are 1409 employees working in the Ministry, its budget mounted to 72 million NIS in 2008, the share of the development budget did not exceed 10% of the total budget.

3. Other ministries and public bodies:

Several public institutions play major role in the development, regulation and delivery of services to the agricultural sector.

4. Semi-government bodies:

Pursuant to Article (1) under the Amended Law on Agriculture No. (11) of 2005, three agricultural commodity councils were established as semi-government bodies. Acting under special regulations, these include the Palestinian Olive Oil and Olive Council; Milk Council; and Grapes Council. The said councils set up frameworks that regulate the working relationships of respective stakeholders.

5. NGOs and civil society organisations:

There are around (35) NGO's and civil society organisations involved in agriculture, they have played an essential role in agricultural development before and after the establishment of PNA, benefiting from the comparative advantages they enjoy. Their activities, fields of work and geographical coverage vary, noting that large portion of the donors funds is channelled through NGOs and civil society organizations. The last few years witnessed active participation of the foreign NGOs and civil society organizations, their number is estimated at (15) organizations.

6. The private sector:

Distinctive of the Palestinian agriculture is the long absence of the State's role in the management and administration of this sector. Unlike many countries of the third world and others. It might not be an exaggeration to say that Palestinian farmers are among the least who receive direct or indirect support and subsidy from their government. Additionally, Palestinian farmers have paid exorbitant price for the unfair actions and distortions resulted from the occupation. Presently, there are 180 cooperatives and 7200 agricultural establishment in Palestine.

7. Donors and international organisations

A large number of the agricultural sector projects are funded and supervised by donors and international organisations through PNA bodies, Palestinian civil society organisations or international bodies. Of the total expenditure in all sectors and activities, donors have spent less than 1% in support of the Palestinian agricultural sector. Eight major donors have supported the agricultural sector. Of these, the Netherlands has contributed with approximately 24% of the agriculture-designated funds.

The Consolidated Appeal Process (CAP) is another mechanism of funding the Palestinian agriculture. During November 2008 and October 2009, agricultural share was 4% of all funds provided to all sectors. Moreover, the Agriculture Sector Working Group (ASWG) constitutes an important mechanism that coordinates efforts of immediate agricultural stakeholders, it involves representatives of Palestinian organizations, the donors and international institutions. ASWG is co-chaired by MoA and Spain.

3.5 Achievements and current activities

In spite of frequent setbacks in the peace process, ongoing Israeli destructive attacks on the Palestinian people and economy and Palestinian internal crises and problems, many achievements have been made, including:

Reclamation of a 70 thousand *du.* and planting it with fruit trees, construction of around 3.5 million m² of supporting walls and opening of 3 thousand km of agricultural roads, compensate farmers and fishermen affected by the wall and siege and to mitigate and cope with the harsh climate conditions, deliver services such as agricultural extension, vet. services, plant protection and agricultural research. This in addition to the issuance of the agricultural law, formulation of the agriculture policy and strategy and conclusion of several agricultural agreements and memorandums of understanding with national institutions and foreign bodies.

3.6 Legal framework

The agricultural legal framework is constituted from the Agricultural Law No. (2) of 2003, in addition to the (11) bylaws. Still, there is a dire need for several bylaws and regulations in order to complement the legal framework. It goes without saying that enforcement of the legislation is not less important than its issuance. Appendix (3) of the strategy contains the laws of direct relevance to agriculture, most of them were issued after the establishment of PNA.

3.7 Impact of the Israeli occupation and subsequent distortions

To list damages as well as direct and indirect adverse outcomes generated by the Israeli occupation and practices is not an easy task. Like a snowball, Israeli negative consequences continue to be in place and interact. In the West Bank, direct damages amounted to approximately USD 114 million, including USD 62 million as a result of the Separation Wall. Losses incurred in the Gaza Strip were estimated at about USD 265 million.

3.8 Role and importance of agriculture

Agriculture in the Palestinian context is not merely an economic or income generation activity, it is considered as major contributor to the protection of the land from confiscation and settlements, it provides food security, job opportunities for 13.4% of the total labor force, it contributes by 8.1% of the GDP and 15.2% of the total exports. This in addition to its direct contribution to environment improvement and preservation and its linkages with other sectors as a supplier of raw material to the industry and consumers and users of inputs and services of other sectors.

3.9 SWOT analysis

Strengths	Weaknesses
- Available public agricultural institutions, which have been established in a relatively good manner, along with a large-scale geographical coverage. - Active NGOs and civil society organizations - Availability of qualified staff in certain tasks - Modern and comprehensive agricultural law - Availability the basic structures and infrastructure such as universities, community colleges, training centers and research centers - Diversified climate suitable for several agricultural production systems - Skilled and committed farmers to their land and to farming - Good experience in dealing with emergencies	- Low productivity and profitability attained from agriculture, and weak efficiency of using the resources and inputs - High potential of being affected by climate change and fluctuated prices - Weak performance and inappropriate organization structures, number of staff and functions in addition to weak coordination between institutions of the agricultural sector - High profit margins of the merchants, especially the Israelis - Weak capacities and competences in the fields of policy formulation, policy impact assessment, planning and monitoring and evaluation

and crises - Aware to the importance of dealing with the new developments and changes such as Genetically Modified Organisms (GMOs) and climate change - Availability of human resources with potential capabilities - Integral relations and positive cooperation between private and public sectors in agriculture	- Lack of a national umbrella for planning and comprehensive supervision of the agricultural sector, as well as weak participation in decision making - Weak service delivery system and provision of agricultural inputs - Inadequate awareness of the significance of the pro-active approach in planning and administration - Weak agricultural education system
Opportunities	Threats
- Arab and international sympathy and support to the PNA and to the 13th Government Programme <i>Palestine: Ending the Occupation and Establishing the State</i>. - Increasing awareness around the world and amongst members of the donor community of the significance of supporting agricultural development - Palestinian agricultural products have access to Arab countries with an exemption from customs fees - Sympathy and support to Palestinians/products of the Holy Land in external markets. - Commercial agreements concluded with states, Arab and international entities. - High potential for agri-tourism	- Israeli reactions that aim to dismantle the plan of ending the occupation and establishing the State as well as to undermine the security and political situations - Continued policies of land confiscation, seizure of water sources, wall construction, settlement activity and division of the Palestinian territory - Limited budgetary appropriations for agriculture - Lack of land use plans and regulations - Flooding the local markets with Israeli and settlements' products; restricted movement of individuals, services and commerce - High costs of inputs - Increased and recurrent years of drought

4. Priorities and Strategic Objectives

To accomplish the agricultural sector's vision over the upcoming phase requires a clear demarcation of respective strategic priorities and objectives for the sector, taking into consideration the guidelines stated in the MoPAD-issued *Technical Annex of the Guidance on Developing Sector and Cross-Cutting Strategies* as well as guidelines on general political issues, inferred from *PLO Permanent Status Guidelines for the PRDP* (September 2009) of the PLO Negotiations Affairs Department. Strategic objective will lay the foundation for drafting sector's strategies within the following guidelines and frameworks:

First: Results of consultations conducted especially for this purpose, including those made in governorate-level workshops, institutional workshops, or other consultations and meetings carried out over consultation phase.

Second: Outcomes of activities carried out and reports delivered by the four technical teams, which presented an in-depth diagnosis and analysis of the status of subsectors as well as relevant interventions and recommendations to develop these subsectors, including plant production, livestock production, natural resources and agricultural services.

Third: Results of the analysis of the forms that have been prepared for the purposes of the Strategy. They include: 1) policy summary form. 2) policy implementation form. 3) consultation record form

Fourth: Priorities and strategic objectives should respond to farmers needs and aspirations and be in the light of national and macro policies and programmes especially the 13th government Programme Palestine: Ending the Occupation and Establishing the State and in particular the objectives of the Ministry of Agriculture as identified in the document. This in addition to the document on Strategic Objectives and Priority Interventions developed by MoA in May 2009 in partnership with the Palestinian institutions actively involved in agriculture also taking in consideration MoA 2010 plan and budget.

Fifth: Palestinian civil society vision of the agricultural sector, which was entitled Reality and Horizons of Development

Sixth: Relevant sectoral, cross-cutting and sub sectoral policies such as, Palestinian Agricultural Policy, Palestinian Strategy for Sustainable Agriculture Development, National Strategy for Food Security, Water Strategy, Environmental Strategy, Biodiversity Strategy, Agricultural Biodiversity Strategy, Agricultural Research and Extension Strategy.

Strategic objectives of the agricultural sector:

In view of the aforesaid frameworks and guidelines, priorities and strategic objectives of the agricultural sector over the next phase will be as follows:

1. Promote farmers' perseverance, attachment to their land and retention of their occupations:

Palestinian farmers' adherence and attachment to their land is one of the most important components of resisting the occupation and settlement activity. This will pre-empt Israeli plans, which aim to evict the Palestinian population from their land and dismantle the sacred link between the Palestinian farmer and his land. Therefore, consolidating Palestinian farmers' perseverance is a primary objective and a priority in the Agricultural Sector Strategy. This task will be realised by continually exercising various agricultural activities, to handle Israeli predicaments, and paying due attention to small-scale farmers, poor population in rural areas and women.

- 2. Effectively and sustainably manage agricultural resources throughout the Palestinian territory:**
Water share per capita in Palestine is probably the least in the world. In fact, water supply plays a pivotal role in the vertical and horizontal expansion in the agricultural sector. However, exploitation of and access to water sources is severely impeded by the many predicaments posed by the Israeli occupying authorities. Therefore, restoring Palestinian water rights and full control of the Palestinian territory on the 4 June 1967 border is a national priority and objective as well as a prerequisite of the peace process. In any case, an integrated management of land and water resources in a manner that maximises efficiency and economic revenues and ensures safe and sustainable use of those resources will remain to be a priority and a major strategic objective.
- 3. The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State:**
Beyond doubt, institutional and agricultural foundations and infrastructure have been established over the previous phase. These have managed to accomplish some of the main tasks and requirements that supported agricultural development. In addition to civil society organisations and private sector enterprises, which have remarkably contributed to managing and developing the agricultural sector before and after the PNA was established, MoA and relevant government bodies have played a central role in leading and directing this sector. However, the institutional and legal framework that regulates agricultural activity is still in need of foundational reforms, including a clear identification of tasks, objectives and roles assigned to main stakeholders as well as development of effective and efficient mechanisms for integration and coordination between various agricultural bodies. Accordingly, respective requirements and mechanisms should be in place in order to render successful institutional development, a salient component of which is the development of the human capital.
- 4. Improve the productivity of both plant and livestock activities and its contribution to realising food security:**
This objective poses both a challenge and an opportunity for Palestinian agriculture and farmers, especially small-scale farmers, breeders of sheep and goats, growers of field and rain-fed crops and olives. In these activities, productivity and added value are very low. Hence, upscaling the productivity of these and other areas will be a high priority during the next phase, because it exerts an immediate impact on improving farmers' incomes and standards of living and on enhancing food security conditions and relevant reflections on the gross national income and exports.
- 5. Appropriate agricultural infrastructure and services:**

Infrastructure and services that respond to farmers' and investors' needs are major tools and requirements to attain a sustainable agricultural activity. It goes without saying that many countries compete over providing indirect subsidy and support to farmers in an attempt to circumvent a direct subsidy delivery to the agricultural sector. Conversely, more investment and focus should be channelled towards this strategic objective over the next phase.

6. Improve the ability of the Palestinian agricultural products to compete in local and external markets:

Increasing the share of Palestinian agricultural products in local and foreign markets requires that the whole chain of agricultural commodities be revisited. This objective can be realised by producing commodities that are competitive in terms of quality and price as well as by raising the share of local products as replacement of imported agricultural commodities and products. This requires a review of the whole commodity chain in order to maximise the export, and so will the profits and revenues made by farmers and.

7. Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building:

The 13th Government Programme identifies national foundations, objectives and activities, which the PNA recognises as its highest priorities to be accomplished within the next two years. Whereas the agricultural sector is a major contributor to the process of ending the occupation and is an essential participant in building the Palestinian State through its designated role and immediate contribution to realising the government's development goals, the provision of certain requirements directly pertaining to sovereignty, including in relation to agricultural commerce, food safety and oversight, is a strategic priority and objective, which this Strategy will seek to bring about.

5. Agricultural Sector Policies

Clear, consistent and integrated policies should be developed in order to accomplish the priorities and strategic objectives stated under Chapter IV. One or more policy(s) have been designated for each strategic objective in accordance with the logical sequence of the set of objectives, policies and interventions, which are defined in MoPAD documents on developing sector and cross-cutting strategies. To this avail, this Chapter summarises these policies and policy interventions that will implement each identified policy.

5.1 Policies that will promote farmers' perseverance, attachment to their land and retention of their occupations

5.1.1 Rehabilitate the damages and support affected farmers by Israeli aggressions

The siege and recent Israeli offensive on the Gaza Strip have exerted destructive and disastrous effects on the Gaza agricultural sector, with an estimated USD 400 million of direct and indirect losses. Losses have been incurred mainly by Israel's denial of access to production inputs, cessation of exporting agricultural products, prevention of Palestinian fishermen from sailing and exercising their fishing activity, and destruction of the agricultural infrastructure. The Separation Wall has exerted destructive impacts on the Palestinian agriculture and farmers. In addition to its political purposes, the Wall imposes restrictions on Palestinian farmers living behind and near it in an attempt to force them to abandon their farming and, ultimately, leave their land. The same conditions are applicable to Palestinian farmers residing in the vicinity of Israeli settlements. Consequently, supporting these farmers is not only an agricultural development priority and necessity, but it is also a national need. Implementation of this policy will directly contribute to accomplishing the main goals stated in the 13th Government Programme. Below are the interventions proposed to implement and realise this policy.

1. Support small-scale farmers and fishermen in Gaza Strip
2. Support export crops growers
3. Rehabilitate the destroyed agricultural infrastructure
4. Provide agricultural production inputs and support farmers affected by the Separation Wall
5. Provide incentives and support farmers residing in the vicinity of Israeli settlements
6. Assist in preparing compensation files for farmers in accordance with the International Law

5.1.2 Support and protect marginalized groups especially small-scale farmers, rural poor, women and Bedouins

Supporting these groups is a main policy and strategic priority to be implemented during the next phase. It will directly contribute to achieving households' food security and providing job opportunities for a significant number of seasonal and temporary workers. This policy will be brought about by implementing the following interventions:

1. Intensify income diversification projects
2. Increase labour-intensive projects
3. Empower women's role in the agricultural sector

5.2 Policies targeting the effective and sustainable management of agricultural resources throughout the Palestinian territory

5.2.1 Increase water availability and improve supply management

By implementing this policy, water quantities designated for the agricultural activity will be increased, either by securing Palestinian water rights or by upgrading the management and competent use of existent irrigation water sources. This policy will be carried out through the following interventions:

1. Rehabilitate water infrastructure
2. Raise water sources designated for agriculture

5.2.2 Improve demand management of the agricultural water

Focusing on enhanced competence, this policy will also rationalise the use of water allocated for agricultural purposes. Encroachments on agricultural water sources will be curbed and water use will be regulated through the following interventions:

1. Enhance the efficiency of water transportation and distribution systems:
2. Upgrade irrigation systems and use complementary irrigation

5.2.3 Sustainable use, increasing the area, reclaiming the land and sustainable use of agricultural biodiversity:

This policy aims to increase and green the area of agricultural land as well as to construct agricultural roads in order to protect land against erosion or deterioration and protect wildlife and agricultural biodiversity. This policy will be brought about by implementing the following interventions:

1. Identify, classify and reclaim lands and enhance productivity
2. Afforest government and privately-owned land
3. Develop and rehabilitate rangelands
4. Conserve and sustainably use agricultural biodiversity

5.3 Policies that support institutional and legal frameworks as well as develop and rehabilitate manpower working in the agricultural field

5.3.1 Upscale the competence and effectiveness of agricultural institutions

Even though competent and efficient agricultural institutions are a prerequisite for developing the agricultural sector, this policy will directly contribute to realising our national goal of ending the occupation and establishing the Palestinian State. It also aims to review roles and tasks assigned to the agricultural sector's institutions in light of our new national and sector-based strategic objectives as well as to provide necessary requirements by putting in place the following interventions:

1. Develop subsector and subject matter strategies
2. Develop institutions and active cooperation between agricultural institutions
3. Develop agricultural database and information

5.3.2 Update and consolidate the legal framework

Although the Law on Agriculture is relatively modern, a set of regulations and directives necessary for regulating and guiding the agricultural sector's activities are needed. Also,

expedient mechanisms and tools to enforce agriculture-related legislation should be established. Consequently, this policy will be accomplished through the interventions below:

1. Review agriculture-related regulations and identify the pieces of legislation that should be developed or updated
2. Develop and/or update and approve necessary regulations

5.3.3 Train and rehabilitate human resources

Development of the agricultural sector basically relies on the existence and provision of qualified agricultural cadres and leaders in various fields. These should be capable of developing agricultural institutions and enable them to deliver services and carry out assigned tasks in a competent manner. This policy will be realised by implementing the interventions below:

1. Identify training needs and human resources for agricultural institutions
2. Develop and implement human capacity development programmes

5.4 Policies that aim to improve the productivity of both plant and livestock activities and its contribution to realizing food security

5.4.1 Apply modern systems in plant production

Although more than 86% of agricultural land is rain-fed, this land contributes to the agricultural added value by 5% only, reflecting a remarkable decline of productivity in this area. On the other hand, there are good prospects to improve and intensify the productivity of other crops. This policy will be brought about through the following interventions:

1. Enhance the productivity of field crops
2. Improve the productivity of olives:
3. Upscale the productivity of fruit trees

5.4.2 Shift to systems of intensive and semi-intensive livestock production

As a clear indicator of the weak productivity in this important sector, production inputs were approximately USD 465 million in 2007 whereas the value of the production itself was about USD 404 million. This means that the production value was in the minus, demanding urgent and significant interventions. A large number of livestock breeders, including around 31,000 small-scale farmers, are prone to suffer from poverty. Accordingly, this policy will be achieved through the following interventions:

1. Improve the productivity of sheep and goats
2. Increase the production of fodder crops and provide fodder alternatives
3. Aquaculture
4. Apiculture and honey production

5.5 Policies targeting the establishment of agricultural infrastructure and delivery of appropriate agricultural services

5.5.1 Create an investment enabling environment and promote investment in the agricultural sector and relevant services

Over the upcoming phase, special attention should be paid to and focused on creating an enabling environment that channels investment towards agricultural and other relevant activities, including inputs, post-harvest activities, and delivery of high-quality agricultural services timely

and at affordable prices. This will directly contribute to supporting the 13th Government Programme, which targets ending the occupation and establishing the Palestinian State. Below are the interventions proposed to realise this policy:

1. Develop feasibility studies on agricultural investment
2. Provide investment incentives

5.5.2 Upgrade extension services, plant protection, veterinary medicine and agricultural research

The quality, competence and provision of agricultural services, such as extension services, plant protection, veterinary medicine and agricultural research, directly impact the cost and competitive status of the agricultural produce. Supported institutional structures of service providers, a clear division of labour and promoted farmers' associations will also positively affect agricultural services. Moreover, quality control, consistency and avoided conflicts are essential factors that will optimise competent agricultural services. This policy will be brought about by putting in place the interventions below:

1. Review and assess sector needs of agricultural services
2. Develop and implement specialised service programmes

5.5.3. Invigorate activities of lending, rural finance, and agricultural insurance

With less than 1% of loans, agriculture is the least sector that benefits from services delivered by banks and the banking system. Same applies on agricultural insurance which is practically, out of place. Therefore, provision of funds and agricultural insurance services are a primary prerequisite to expedite and maintain agricultural development and sustainability. To accomplish this policy, the following interventions will be in place:

1. Establish agricultural lending bank and support existing institutions
2. Promote and rejuvenate the Law on Agricultural Insurance

5.5.4. Develop mechanisms to cope with natural disasters

Frequent phenomena of drought, frost and floods are a manifestation of the global climate change, directly affecting farmers and causing severe damage to the agricultural enterprise. As a result, early warning mechanisms should be developed and applied. Stakeholders will also be duly informed so that they take the proper measures and deal with these conditions.

1. Identify and adopt mechanisms for early warning and coping with agricultural disasters

5.6 Policies that will improve the Palestinian agricultural production capability of competition in local and external markets

5.6.1 Enhance both plant and livestock agricultural production

Upgrading productivity and quality is a primary factor in the process of improving the competitive status of Palestinian products throughout local and foreign markets. This policy will be in place by implementing a set of interventions that mainly target areas and activities with a high potential to upscale the agricultural productivity and quality, including:

1. Develop and apply quality standards
2. Raise farmers' and exporters' awareness of quality standards and market requirements
3. Establish the expedient infrastructure for agricultural marketing

5.6.2 Guide the Palestinian agricultural production to meet requirements of local and external markets

In no way shall local markets be viewed as ready to assimilate all agricultural products, nor shall external markets be seen as an extension of local ones. Each market has its peculiar requirements and conditions, which must be identified over various seasons. Accordingly, respective plans and strategies should be developed and farmers and exporters guided to such markets. This policy will be achieved by implementing the following interventions:

1. Develop and implement programmes on diversifying agricultural production and increasing profitability
2. Provide incentives and create the enabling environment to produce export crops and commodities that will replace imports

5.6.3 Promote and protect Palestinian agricultural products

This policy aims to promote Palestinian agricultural products and improve their competitiveness by applying the interventions below:

1. Launch campaigns to promote and protect Palestinian agricultural products
2. Develop programmes to support agricultural exports

5.7. Policies that aim to enhance the operational capacity of the agricultural sector to help achieve requirements of the state-building

5.7.1 Provide agricultural control on borders and on land and sea outlets

Preparations should be in place for the stage of ending the occupation and establishing the State. In particular, oversight measures will be applied on borders and on land and sea crossings so as to control the access of commodities, products, livestock and oversee compatibility with approved conditions and specifications. This policy will be in place by implementing the following interventions:

1. Develop agricultural quarantine requirements
2. Rejuvenate agricultural trade systems and requirements

5.7.2 Provide reference national labs

Several national authoritative labs will be in place to analyse, diagnose and verify quality in various agricultural fields. This policy will be brought about through the following interventions:

1. Establish labs for testing production inputs
2. Establish disease and pandemic labs
3. Establish labs for food quality and safety

6. Impacts of the Strategy on the Resources

This ambitious Strategy deals with and covers an important stage in the history of our Palestinian people, namely ending the occupation and establishing the state. Clearly, implementation and realisation of objectives set out in this Strategy will necessitate that several requirements be fulfilled. Necessary financial resources, which will help accomplish these objectives, are of singular importance, taking into account that a major shift in the agricultural sector demands exceptional efforts and budgets so that it can play its significant role and utilise resources, capacities and expertise in a competent and sustainable manner.

In this context, a special emphasis should be dedicated to the partnership between the public and private sectors as well as to the pivotal role played by the civil society in the process of agricultural development in Palestine. Hence, a clear distribution of tasks, roles and responsibilities and adoption of clear coordination, oversight and accountability mechanisms are prerequisites for a successful implementation of this Strategy. Each public sector institution and civil society organisation should reallocate roles between and within its respective bodies, thereby accomplishing tasks and delivering services in an efficient and cost-effective fashion.

Supervision, oversight and accountability are important factors to ensure smooth implementation, achievement and use of resources in the designated purposes. To this avail, transparency, decentralisation and participation are necessary conditions that should be included throughout phases of action on this Strategy, including in relation to planning, implementation, supervision and monitoring and evaluation.

In this stage, the Strategy will achieve a set of strategic objectives, which will in turn be realised by adopting a set of policies for each strategic objective. Each policy will also be implemented through a set of interventions that are integrated with other policy interventions in order to bring about strategic objectives of the agricultural sector, thereby contributing to accomplishing the common vision of this sector. Table (1) below shows estimated costs of interventions, policies and strategic objectives.

Table below shows that the total estimated costs of the Strategy is NIS 5,633,500 billion, equivalent to approximately USD 1,502,267 billion. These are allocated to 50 interventions under 19 policies of 7 strategic objectives.

Agricultural Sector Strategy: A Shared Vision / 2011-2013

(000 NIS)

Strategic objective	Policies	2011	2012	2013	Total
1. Promote farmers' perseverance, attachment to their land and retention of their occupations	1. Rehabilitate the damages and support affected farmers by Israeli aggressions	420,000	420,000	380,000	1,220,000
	2. Support and protect marginalized groups especially, small-scale farmers, rural poor, women and Bedouins	180,000	180,000	175,000	535,000
Total		600,000	600,000	555,000	1,755,000
2. Effectively and sustainably manage agricultural resources throughout the Palestinian territory	1. Increase water availability and improve supply management	115,000	115,000	110,000	340,000
	2. Improve demand management of the agricultural water	75,000	75,000	70,000	220,000
	3. Sustainable use, increasing the area, reclaiming the land and sustainable use of agricultural biodiversity	155,000	170,000	175,000	500,000
Total		345,000	360,000	355,000	1,060,000
3. The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State	1. Upscale the competence and effectiveness of agricultural institutions	1000	1500	-	2500
	2. Update and consolidate the legal framework	500	500	-	1000
	3. Train and rehabilitate human resources	50,000	50,000	35,000	135,000
Total		51,500	52,000	35,000	138,500
4. Improve the productivity of both plant and livestock activities and its contribution to realising food security	1. Apply modern systems in plant production	250,000	250,000	250,000	750,000
	2. Shift to systems of intensive and semi-intensive livestock production	185,000	185,000	180,000	550,000
Total		435,000	435,000	430,000	1,300,000
Strategic objective	Policies	2011	2012	2013	Total

Agricultural Sector Strategy: A Shared Vision / 2011-2013

5. Appropriate agricultural infrastructure and services	1. Create an investment enabling environment and promote investment in the agricultural sector and relevant services	50,000	50,000	50,000	150,000
	2. Upgrade guidance services, plant protection, veterinary medicine and agricultural research	100,000	100,000	100,000	300,000
	3. Invigorate activities of lending, rural finance, and agricultural insurance	40,000	40,000	40,000	120,000
	4. Improve mechanisms to cope with natural disasters	30,000	15,000	5,000	50,000
Total		220,000	205,000	195,000	620,000
6. Improve the ability of Palestinian agricultural products to compete in local and external markets	1. Enhance both plant and livestock agricultural production	80,000	90,000	60,000	230,000
	2. Guide the Palestinian agricultural production to meet requirements of local and external markets	120,000	110,000	70,000	300,000
	3. Promote Palestinian agricultural products	35,000	35,000	30,000	100,000
Total		235,000	235,000	160,000	630,000
7. Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building	1. Provide agricultural control on borders and crossings	11,000	9,000	10,000	30,000
	2. Provide reference national labs	30,000	30,000	40,000	100,000
Total		41,000	39,000	50,000	130,000
Grand Total		1,927,500	1,926,000	1,780,000	5,633,500

7. Monitoring and Evaluation

7.1. Monitoring and Evaluation

As an indispensable part of the Strategy, monitoring and evaluation will reflect and identify outputs, commodities and services delivered as an outcome of implementing interventions and expenditures and using available resources. Monitoring and evaluation of the progress made, achievements and implementation impacts will be used to upscale performance and administration by building on positive aspects, avoiding negative points and adjusting the course of action during the implementation process.

Before developing the performance indicators it is necessary that the situation of the targeted case be identified. This includes, but will not be limited to, defining the production levels, productivity, costs and revenue of used inputs. Accordingly, these will lay down a foundation to measure and identify the levels of change.

As mentioned above, because developing concise monitoring and evaluation indicators depends on the overall annual budgets per activity and project, which will be provided in the process of developing the PNP 2011-13, below are general and sector-related indicators that will be accurately completed and identified after the PNP is developed:

1. To increase the ratio of self-sufficiency of local agricultural products by 5% by the end of 2013.
2. To enhance the added value of the agricultural sector so that it reaches USD 1 billion by the end of 2013.
3. Creating 50,000 job opportunities in the Agriculture sector
4. To increase the value of agricultural exports, so that they amount to USD 60 million by the end of 2013.
5. To finalise the process of promulgating and amending of agricultural legislations pieces of legislation particularly promulgate the Law on Agricultural Insurance; and to enact another 11 agricultural-related regulations.
6. To restructure and regulate the MoA and National Agricultural Research Center, as well as to establish supervisory and commodity Councils, including Agricultural Council, Milk Council, Grapes Council, Bees and Honey Council, Aromatic and Medical Plants Council and Vegetables council.

7.2 Accountability

The PNA should not only be fully committed to monitoring and evaluating the Strategy as an essential requirement to ensure successful implementation, but it must also be committed to the principle of accountability, which is immediately intertwined with transparency. In addition to reinforcing one another, both mechanisms contribute directly to improving a competent, effective and equitable development and development administration throughout the public sector, private sector and civil society organisations. Targeted groups and beneficiaries from the outcomes of development process and interventions will be more entitled and capable than others of judging the quality, suitability and competence of achievements made once they can access

relevant information and facts in a timely fashion. Accountability will be fragile in the absence of transparency. Without accountability, transparency will be futile

Chapter I

1. Introduction

Agriculture is an essential component of the Palestinian national, cultural, economic and social fabric. Palestinians have been pioneers in transmitting and disseminating agricultural techniques to several countries in the region and outside. In addition to its traditional significance for nations and states, agriculture is particularly important for Palestinians as it embodies their perseverance, confrontation and adherence to their land under the threat of confiscation and settlement activity. It also provides a refuge and a source of income and food supplies at times of crises. In this context, a significant number of Palestinians, who were denied access to work in Israel, have resorted to the agricultural activity.

Soon after it was established, the Palestinian National Authority (PNA) has realised the importance and need to develop a medium-term policy, strategy and plan for the agricultural sector. In 1999-2000, relevant documents were developed on grounds of major assumptions, including progress in the peace process as well as Palestinians' control of their land and resources under a free, sovereign and safe state. With the outbreak of the second *Intifada* (Uprising), however, the Palestinian agricultural sector has encountered many predicaments. Accordingly, development-oriented efforts were shifted to meet relief and emergency needs.

The plethora of plans and programmes approved over the past years have all lacked a strategic framework and guidance of agricultural development. More importantly, budgetary allocations to the agricultural development process have been limited, representing only 1% of the PNA Public Budget or of the donor funds.

Entitled *Shared Vision for the Development of Agricultural Sector*, this Strategy has been designed to respond to the PNA trends and instructions on the preparation of a set of sector and cross-cutting strategies as a primary approach to develop the 2011-13 Palestinian National Plan (PNP), which will set forth the objectives and priorities of eliminating obstacles and adverse impacts of the Israeli occupation and establishing the Palestinian state.

In August 2009, the Ministry of Planning and Administrative Development (MoPAD) published the *Guidance on Developing Sector and Cross-Cutting Strategies*, which consolidates the approach of developing strategies and serves as a tool that helps ministries and government bodies to develop sector strategies that will meet development challenges. In this context, sector strategies will be more reliable and realistic and will take account of coordination, integration and consistence amongst respective strategies. The Guidance defines a set of equally important principles, which address processes and desired outputs and allow all segments of the Palestinian society to take part in developing strategies. The principles include consensus on the long-term vision; country-led and nationally-owned approach; high-level government commitment; comprehensive and integrated strategies; effect of the occupation on the development and implementation of sector strategies; strategies targeted with clear budgetary priorities; strategies

based on a comprehensive and reliable analysis; building on existing processes and strategies; and effective participation for strategy development and implementation. The *Technical Annex of the Guidance on Developing Sector and Cross-Cutting Strategies*, issued in October 2009, also entails technical guidance on developing the components of sector strategies, technical requirements to be met in technical strategies, mandatory forms to be included in the strategies, and various respective institutional steps, mechanisms, roles and responsibilities.

With a technical support from the Food and Agriculture Organisation of the United Nations (FAO), the Ministry of Agriculture (MoA) has early taken the initiative to develop and draft the Palestinian agricultural sector strategy. Over the initial period, the following targets have been met:

1. Establish the Sector Strategy Committee (Team), which will lead the process of drafting and developing the Strategy.
2. Develop the main concept paper (*Draft Shared Vision for the Development of the Palestinian Agricultural Sector*), which aims to put in place the general framework of the Strategy as well as to serve as the basis for discussion and consultation with various stakeholders.
3. Set mechanisms to follow up with the work plan and steps following the development of the Strategy.
4. Define the terms of reference of proposed reports and studies.

Presided by the Minister of Agriculture, the Strategy Committee (Team) has been established, involving representatives of stakeholders and actors in the agricultural sector. The Strategy Team held several meetings to approve the work plan and mechanisms as well as to supervise, review and manage relevant action. Between 1 September and 8 October 2009, eight workshops were organised in order to:

- Clarifying and elaborating on the content of the Shared Vision with relevant stakeholders.
- Collecting remarks and recommendations from participants.
- Identification of the contingent and priority needs.
- Briefing the participants about the work mechanism and the next steps.

Workshops were held as follows:

(i) Governorate-level workshops, including in:

1. Southern West Bank governorates, including Hebron and Bethlehem; organised in the city of Hebron on 1 September 2009.
2. Central West Bank governorates, including Ramallah and El Bireh, Jerusalem and Jericho; organised in the city of Jericho on 3 September 2009.
3. Northern West Bank governorates, including Jenin, Tubas, Tulkarem, Nablus, Salfit and Qalqiliya; organised in the city of Nablus on 7 September 2009.
4. Gaza Strip governorates, including Northern Gaza, Gaza, Central Gaza, Khan Yunis and Rafah; organised in the city of Gaza on 6 October 2009.

The aforesaid workshops brought together representatives of farmers, service providers, MoA, government bodies, NOGs, civil society organisations and private sector enterprises in the respective areas.

(ii) Institutional workshops involved representatives of the following:

1. Government bodies; held on 1 October 2009.
2. NGOs and civil society organisations; held on 4 October 2009.
3. Private sector; held on 6 October 2009.
4. Donors and international and regional organisations; held on 8 October 2009.

Appendix (1) below presents reports on the workshops mentioned above.

Outputs of these workshops have established a foundation and a guiding framework for the Sector Strategy Team. In addition, secondary reports developed by specialised technical teams, including experts and specialists from the MoA and civil society organisations, have addressed the following themes: (1) plant production; (2) livestock production; (3) natural resources; and (4) agricultural services.

In addition to the Executive Summary, this Strategy entails seven chapters. **Chapter I** presents an introduction and approach of developing the *Shared Vision for the Development of the Palestinian Agricultural Sector*. It reviews mechanisms of development and national- and governorate-level consultations to ensure that all stakeholders take part in all phases of producing the Strategy. **Chapter II** includes a future vision that will set a framework and define the course of agricultural development in Palestine, as well as the requirements, assumptions and guidelines which should be in place to create an enabling environment that is conducive to realising the vision. **Chapter III** analyses the agricultural sector's status in terms of available resources; production; role of the agricultural sector; problems and obstacles facing the agricultural development process; and a SWOT analysis (i.e. internal and external environment of the Palestinian agriculture). The Chapter also presents a list of relevant bodies as well as the legal framework regulating the agricultural activity. Entitled "Strategic Objectives and Priorities", **Chapter IV** identifies strategic objectives and priorities in light of available data and resources. It also features observations and recommendations produced by the respective workshops. **Chapter V** defines the agricultural sector policies, which will realise the sector's objectives and priorities. In addition, it identifies interventions; components, timeframe and logical sequencing of interventions; and distribution of roles and responsibilities over various phases. **Chapter VI** covers the identification and distribution of development or recurrent resources and responsibilities over the upcoming three years of the Plan as well as the mechanisms of linking the Strategy resources to the budget. Finally, **Chapter VII** addresses the Strategy monitoring and evaluation mechanisms, including the achievement of relevant objectives and priorities, progress of work, and defining necessary and appropriate indicators to measure achievement in accordance with requirements set forth by relevant supervisory bodies and the National Monitoring System.

Chapter II

2. Vision of the Agricultural Sector

The vision constitutes the frame work, the guide and the general objective which the agricultural sector is targeting within the next stage. The agricultural priorities, policies, plans and projects are derived from the vision which will be built on the reality and status of the agricultural sector, it also exhibits the guiding principles, assumptions, public and macro policies, precisely, the objectives that are mentioned in the Palestinian Reconstruction and Development Plan (2008-2010), as well as the Ending the Occupation, Building the State Document which was endorsed by the government in August 2009, and constitutes the program of the Thirteenth Government. Within this frame, the future vision for the Palestinian agriculture is:

Sustainable and feasible agriculture, that is capable of achieving food security, competitive in the local and foreign markets through an optimal use of resources as part of comprehensive development, and cementing the bonds and sovereignty of Palestinians over their land, there on towards building the state.

This requires the commitment of the consecutive governments, and relevant stakeholders to provide the following foundations for realizing the vision:

1. Overcoming the distortions resulted from the occupation and enabling the Palestinians to exercise control over their resources
2. Treat the agricultural sector equitably and paying a special attention to it
3. The responsibilities and tasks of developing the agricultural sector are shared, integrated and coordinated, within a clear frame of roles and responsibilities amongst its public, civil and private sector institutions in a content of transparency, accountability and integrity
4. Whereas the Palestinian agricultural sector mostly relies on small-scale farmers, government bodies and civil society organizations should give high priority to farmers' associations, cooperatives and boards
5. Optimally utilize and sustain the available resources, and stress the importance of halting the depletion and the over use of the available resources especially the ground water and range lands, as well as limit the effects and impact of desertification and climate change
6. Improve the capability of agricultural sector to attract investments through providing incentives, proper legislations, collaterals services and assurances needed to promote the private sector investments
7. Consolidate the presence of Palestinian agricultural expertise and competences on the regional and international levels.

Chapter III

3. Agricultural Situation Analysis

3.1 Agricultural Resources

Of the total Palestinian land (6210 km²), which comprises the whole territory occupied by Israel during the June 1967 war, the agricultural area is approximately 1.854 million *dunums*, or 31% of the total area of Palestinian land, including 91% in the West Bank and 9% in the Gaza Strip. The rain-fed area constitutes 86% of the cultivated land, including 97% in the West Bank and 3% in Gaza. The irrigated area consists of 14% of the total arable land, including 56% in the West Bank and 44% in the Gaza Strip.

Of the total water use, water quantities available for agriculture amount to 150 million cubic metres (mcm) per annum, distributed to 70 mcm in the West Bank and 80 mcm in the Gaza Strip. Ground water wells are the main water source for irrigation in the Gaza Strip. In the West Bank, irrigation water is supplied by ground water wells and springs, the majority of which are located in the area of the Jordan Valley.

The area of land, which can be considered as rangelands, amounts to 2.02 million *dunums*. However, the area available for grazing is only 621,000 *dunums*. In addition, forests stretch over an area of 94,000 *dunums* throughout the Palestinian territory. However, the areas of rangelands and forests have declined sharply as a result of the Israeli settlement activity and Wall construction. Concentrating in the Eastern Slopes and the Jordan Valley area, Palestine houses a total of 48 natural reserves. Of these, only 17 reserves were transferred to the PNA and the total area of natural reserves amount 514,000 *dunums*.

In the West Bank, Israel exploits approximately 82% of the Palestinian groundwater. About 62.9% of arable land is located in Area (C); 18.8% in Area (B); and 18.3% in Area (A). The western section of the Separation Wall has isolated an estimated area of 900,000 *dunums* of land as well as caused approximately USD 62 million of losses in the agricultural sector.

It should be noted that the 2009 World Bank report on Palestinian water sources indicates that removal of Israeli restrictions and provision of additional water quantities will raise agricultural sector's contribution to the Gross Domestic Product (GDP) by 10% and will create approximately 110,000 additional job opportunities.

As part of the Levant countries and Fertile Crescent, the Palestinian territory is rich of agricultural biodiversity. It is also a hub of the introduction, development and domestication of various crops. Furthermore, wild species are a significant genetic source. Of the list of 30 major crops in the world, the Palestinian territory contributes with five crops, including wheat, barley, peas, lentils and bitter vetch (*Vicia ervilia*).

Additionally, the Palestinian territory enjoys a diversity of climate and multiple agricultural environments that qualify it to produce several crops over different periods of the year. During

the past years, however, global climate change has affected the Palestinian territory, particularly in terms of increasing and recurrent years of drought, frost and floods. These climatic changes had lead to increasing water needs for plants. For example, the 2007-08 drought season caused a 35-40% reduction in the production of rain-fed crops. Losses were estimated at approximately USD 130 million.

In 2004, a total of 101,172 agricultural holdings were in operation in the Palestinian territory. Of these, 69.5% were plant holdings; 7.3% livestock holdings; and 23.2% mixed holdings. 89% of holdings are located in the West Bank and 11% in the Gaza Strip.

Main obstacles, challenges and issues pertinent to agricultural resources:

1. The Israeli occupation and resulting predicaments, particularly confiscation of land and water; impact of the Wall, including isolation of land and seizure of water sources; prevention of grazing; uprooting of trees and forests; denial of access to developing water and land sources; destruction of agricultural and water infrastructure; and division of the Palestinian territory into Areas A, B, and C.
2. Deteriorated status and incompetent use of agricultural resources, increased percentage of water wastage, and limited use of non-fresh water.
3. Over-pumping, unlicensed wells, as well as encroachments on land and conversion of land into non-agricultural purposes.
4. Incomplete legal framework relating to the management of agricultural resources and weak enforcement of respective laws and regulations.
5. Overlapping and conflicting powers as well as weak institutional framework.
6. Weak mechanisms that deal with disasters as well as with manifestations of climate change and desertification.
7. Deteriorated status of rangelands and biodiversity.

3.2 Agricultural Production

Agricultural production, both plant and livestock, contributes directly to achieving food security and fighting poverty by providing food, income and work for farmers and other stakeholders, thereby improving peoples living conditions. Local agricultural production brings about self-sufficiency of the majority of vegetables, olives, olive oil, poultry, eggs, honey, grapes and figs. It should be noted, however, that most production inputs and supplies are imported.

Over 2004-2008, the area of land cultivated with fruit trees, vegetables and field crops rose by 1.6%, 3.9% and 0.8% respectively. Even though the production of vegetables and field crops increased by 18% and 11% respectively, fruits production dropped by 21%. Appendix (1.1) below shows the development of cultivated areas and plant production over 2004-2008. Olive production, however, is instable due to the phenomenon of fluctuating production every other years. In general, production of fruits over the recent years has dropped despite the fact that areas of land cultivated with fruit trees rose. This is mainly because of the significant decline of the areas and production of citrus fruits. Appendix (1.2) below shows the production of fruits, olives and citrus over 2004-2008. Appendices (1.3) and (1.4) present the areas cultivated with fruit trees, vegetables and field crops throughout the Palestinian territory per governorate over 2004-2008.

During the same reporting period, the number of cattle rose by 1.8% and layers chickens by 7.2%. On the other hand, the number of goats, sheep and broiler chickens dropped by 19.2%, 15.1% and 17.4% respectively. With regard to livestock, meat production of sheep, goats, poultry and fish decreased by 16.9%, 18.9%, 17.5%, and 9.8%. In addition, honey production declined by 32%. Meanwhile, cattle meat production rose by 0.4% and milk and eggs by 71.7% and 7.3% respectively as is shown in Appendices (1.5), (1.6), (1.7) and (1.8) which cover developments in the number and production of livestock over 2004-2008. Appendices (1.9) and (1.10) show the number of livestock throughout the Palestinian territory per governorate over 2004-2008.

Main obstacles, challenges and issues pertinent to agricultural production:

1. The Israeli occupation and resultant impediments, including limited area of sea fishing; permanent and ongoing closure; flooding markets with Israeli products; displacement and intimidation of Bedouins and fishermen; limited freedom of the movement of goods and persons; bans of the importation of breeds, crop seeds and seedlings from abroad. In addition to denying farmers to access their farms, mainly the areas behind the separation wall, the military areas in Gaza Strip and the prohibition of importing certain inputs.
2. High production costs are essentially a result of additional costs earned by brokers in agricultural commerce, the largest portion of which is conducted through Israeli merchants as well as by extra links.
3. Main reliance on importation to provide production inputs and supplies as well as sharp rise in prices directly impact farmers' profits and added value of the agricultural sector. In 2008, the value of plant production amounted to approximately USD 855 million and livestock production about USD 503 million. On the other hand, plant production inputs reached USD 169 million and those of livestock production were USD 308 million. Over the same year, the added value of both plant and livestock production was USD 686 million and 195 million respectively. This shows that production inputs in ratio to the production value were approximately 20% for plant production and 61% for livestock production, highlighting a low competence and profitability in this vital sector.
4. Declined productivity is a major result of weak application of modern agricultural systems and techniques by farmers; underdeveloped research and extension; unavailable enhanced breeds with high productive characteristics; and weak veterinary services, plant protection, marketing, financing, and post-harvest services. As a striking example, agricultural added value of rain-fed land (which comprises 86% of the total arable land) is only 5%.
5. Endemic and transboundary diseases; weak application of plant and livestock health care procedures; and unavailable modern and integrated management systems for plant and livestock production.
6. Weak coordination between relevant institutions, particularly between service providers, thereby affecting the cost and quality of agricultural services.
7. Weak activities associated with manufacturing and exporting the agricultural produce.
8. Incomplete, weak and unconsolidated legal framework, featuring discrepancies between the West Bank and Gaza Strip.
9. Limited fishing area as well as outdated fishing equipment and devices.

3.3 Agricultural Services

Provision of proper agricultural services is a significant factor that will positively impact competitiveness of agricultural products, particularly under the circumstances prevalent in the Palestinian territory. In addition to weak service delivery, Israeli distortions and absence of real support of agricultural products or exports are investment disincentive factors, which also debilitate agricultural competitiveness and profitability. Below is a presentation of the status of agricultural services:

1. Agricultural research:

Established at the Qabatiya Agricultural Station in 1994, the MoA Palestinian National Centre of Agricultural Research, conducts agricultural research. Additionally, agricultural stations of the MoA as well as faculties of agriculture and other centres conduct agricultural experiments and produce agricultural research papers. The An Najah National University, Hebron University and Al Azhar University also house three faculties of agriculture. Moreover, a number of NGOs conduct agricultural research and experimentation.

2. Agricultural education:

Two agricultural schools operate in the Palestinian territory, including the Beit Hanun Agricultural School in the Gaza Strip and the Al 'Arrub Agricultural School in the West Bank. The former houses two sections on plant and livestock production and the latter five sections: Plant Production, Livestock Production, Food Processing, Machineries and the Environment. The Beit Hanun School accommodates 100 students and Al 'Arrub School 100-200 students. In addition to a distance learning programme offered by the Al Quds Open University, the three faculties mentioned above provide higher education in the field of agriculture. Besides the degree conferred in major agricultural specialisations, the said faculties offer programmes in certain fields. In 2009, a total 960 B.A.'s students and 57 M.Sc.'s students were enrolled on agriculture-related educational institutions.

3. Agricultural extension and training:

Several government bodies, civil society organisations and private sector enterprises provide agricultural extension and training. Official extension services are provided by extension workers at MoA Directorates throughout governorates or at extension Units, of which 2-5 units are run in each governorate. Tasks and topics offered by each extension body vary in terms of targeted groups, topics or commodities addressed. All agricultural institutions also provide training to farmers, extension workers and other actors in the agricultural sector. Mostly, training activities are carried out internally at training centres of the MoA or NGOs. On the other hand, some training programmes are offered abroad.

4. Veterinary services:

The veterinary services delivered contribute in protecting human and animal health, through the monitoring of the epidemic and common diseases, and the implementation of

early warning and mitigation programmes, in addition to vaccination campaigns conducted by the veterinary service, which also assures the safety of the animal produce. It also controls the quality and the safety of the medicines, its uses and effectiveness which contribute to eradication of diseases and protection of public health.

5. Plant protection:

Plant protection services play a vital role in protecting the plant production through the execution of the legislations and sanitary and phytosanitary measures which prevent the entrance and dissemination of the diseases in the country. Moreover, it provides all the requirements for the international trade and agreements related to quarantine and plant protection. The Ministry of Agriculture is the authorized body for the registration, control and management of the trade and handling operations within oPt. MoA also performs major tasks related to save use of pesticides and chemicals and the rationalization of its uses which have direct impact on agriculture, environment and food safety. On the other hand, the private sector conducts certain agricultural extension activities in the field mainly for marketing purposes.

6. Agricultural and rural finance:

Agricultural and rural finance bears an increasing significance and plays a greater role in the guidance of agricultural development and achievement of agricultural strategy objectives and national goals in general. Though only 30% is provided, the annual demand of agricultural loans is approximately USD 150 million. Despite the fact that many agricultural lending enterprises have been incorporated since PNA was established, their capacity to meet needs of the agricultural sector are still limited. Of these, 11 corporations are members on the Micro-Lending Network. A significant portion of agricultural financing is also secured by agricultural merchants and through lending from relatives and acquaintances.

7. Agricultural insurance:

In view of high risk and obscurity factors in the agricultural activity, agricultural insurance activities face many problems and impediments, including high costs which render insurance unfeasible for farmers in light of applicable pure commercial data and grounds. Therefore, a primary legal and regulatory change should be introduced in order to create a system of agricultural insurance, which will exert immediate, positive impacts on farmers' profitability, promote investment potentials and increase work opportunities.

8. Agricultural marketing and post-harvest services:

Agricultural marketing services and post-harvest activities suffer from multiple structural problems. The Israeli occupation is the main detriment and impediment to these services and activities. Despite high priority emphasised by relevant, successive policies and plans, the status of agricultural marketing and post-harvest services is practically much less than the required level. However, some limited activities and successes have been reported in this area. In view of the occupation and its respective consequence, Israel is the main agricultural and commercial partner of the PNA. In most cases, exports and imports are delivered through Israeli merchants and brokers. On the other end, the many commercial agreements concluded by the PNA with Arab and non-Arab states and blocs are of a limited benefit. Implementation of sound agricultural practices (GLOBALGAP)

has also become to be a prerequisite for successful and sustainable marketing of Palestinian agricultural products in foreign markets.

Main obstacles, challenges and issues pertinent to agricultural services:

1. Impediments generated by the Israeli occupation and practices, including restricted freedom of movements and denied access to certain necessary agricultural medicines, fertilisers and inputs.
2. Declined levels of services delivered to farmers and weak service-related infrastructure, mainly due to inadequate budgetary allocations and unavailable capacities.
3. Weak institutional infrastructure and human resources as well as overlapping tasks and roles amongst various bodies.
4. Incompatible agricultural education outputs with market requirements, in terms of specialisation, quality and number of graduates. In addition, external training activities are mostly inconsistent with actual needs.
5. Absent law on agricultural insurance, lacking mechanisms necessary to deal with natural disasters and weak agricultural and rural finance services.
6. Weak application of scientific research and weak linkage between research, extension, technology transfer, agricultural education and training.
7. Insufficient incentives to attract the investment need for service delivery and launching of relevant projects.

a. Institutional framework

Agriculture is a multidisciplinary and multifaceted sector and involves innumerable bodies. Below is a presentation of the status of institutions involved in the agricultural sector:

1. The Palestine Liberation Organisation (PLO) and PNA

PLO has played a pivotal role in shaping the context that paved the way to agricultural growth and development. PLO negotiators' ability to curb negative impacts resulting from the continuing Israeli occupation, and ultimately remove them, will mitigate or exterminate many of the major predicaments the agricultural sector encounters. As is stated in the PRDP 2008-10 and the 13th Government Programme, the PNA also plays a major role in making general policies that support the introduction of legislative and regulatory amendments, which will promote investment and strengthen agricultural development.

In addition, the PNA carries out a pioneering and supportive role in restructuring public institutions, which provide basic services to the sector of agriculture. It also allocates necessary budgets and requests that donors support this sector.

2. MoA

MoA performs primary duties in the regulation and management of the agricultural sector. It is tasked with oversight, supervision and delivery of certain basic services. MoA carries out its assigned mission from its main offices in Ramallah as well as through 16 Agriculture Directorates throughout governorate centres, in addition to the town of Dura in the governorate of Hebron. An identical number of Veterinary Directorates also

operate in governorates. A total of 45 extension units, with 2-5 units distributed to each governorate, carry out extension activities in the West Bank. Each guidance unit covers a group of villages and residential compounds. MoA action and services focus on planning; drafting of policies, strategies, laws and regulations; service delivery; implementation of projects; development of natural and agricultural resources; enabling Palestinian farmers to attach to their land; and fighting plant and livestock diseases and pests.

MoA employs a total of 1,409 staff members, half of whom work in the West Bank and the other half in the Gaza Strip. Employees holding Ph.D., MA, and BA degrees are 18, 80 and 716 respectively. In addition, the Ministry employs 61 vets and 534 other persons with various specialisations. In 2008, MoA's budgetary allocations were approximately NIS 72 million. Still, MoA's share of the development budget is so small, not exceeding 10%.

3. Other ministries and public bodies:

Beside MoA, several other ministries and public bodies play basic roles in the development, regulation and delivery of services to the agricultural sector. These include Palestinian Water Authority; Palestinian Environment Quality Authority; Ministry of National Economy; Ministry of Local Government; Ministry of Planning and Administrative Development; Ministry of Finance; Ministry of Health; Ministry of Labour; Ministry of Social Affairs; Ministry of Interior; Ministry of Women's Affairs; governorates; Palestinian Central Bureau of Statistics; Palestinian Economic Council for Development and Reconstruction (PECDAR); Palestinian Land Authority; Palestinian Standards Institute; and Palestinian Investment Promotion Agency. These institutions carry out assigned activities from their main offices in the city of Ramallah as well as through respective branches and directorates throughout the Palestinian territory.

4. Semi-government bodies:

Pursuant to Article (1) under the Amended Law on Agriculture No. (11) of 2005, three agricultural commodity councils were established as semi-government bodies. Acting under special regulations, these include the Palestinian Olive Oil and Olive Council; Milk Council; and Grapes Council. The said Councils set up frameworks that regulate the working relationships of respective stakeholders.

5. NGOs and civil society organisations:

In light of harsh circumstances witnessed by the Palestinian society, especially before the PNA was established, NGOs and civil society organisations have played an essential role in the Palestinian economic and social development in general, and in the agricultural development in particular. These organisations continue to carry out basic roles in assisting the agricultural sector through cumulative experience and close interaction with farmers, specifically small-scale ones, and with the grassroots and marginalised groups. In carrying out their activities, NGOs and civil society organisations have benefited from limited bureaucratic and routine procedures, easy movement and external funds and support. The few past years have also witnessed a remarkable activity of international NGOs and civil society organisations in Palestine.

A total of 35 Palestinian NGOs and civil society organisations operate in the field of agriculture. Lines of activity and geographical scopes of these organisations vary, and so do the number of their staff members, budgets and implemented projects. In addition, approximately 15 foreign NGOs and civil society organisations with an agricultural activity work in Palestine.

It should be noted that a large portion of donor funds is channelled through NGOs and civil society organisations. These organisations also fund agricultural activities from their own income and resources.

There are also various networks and associations of NGOs and civil society organisations, which are active in the agricultural sector and in relevant areas, including the Palestinian Non Governmental Organizations Network (PNGO), (SHAM') network, which involves a number of agricultural organisations; and Union of Land-Palestine; which include several agricultural and rural development institutions.

6. The private sector:

Distinctive of the Palestinian agriculture is the long absence of the State's role in the management and administration of this sector. Unlike many countries of the Third World and others, the Palestinian agricultural private sector continued to carry out assigned tasks with minimum support and orientation until the PNA was established. Compared to other farmers around the world, it might not be an exaggeration to say that Palestinian farmers are the least category that receive direct or indirect support from their government. Additionally, Palestinian farmers have paid an exorbitant price for the harsh restrictions and practices of the Israeli occupation.

In 2006, a total of 180 agricultural cooperative societies were reported to be operating in the Palestinian territory. These included 71 cooperatives in northern West Bank; 53 in central West Bank; 34 in southern West Bank; and 22 in the Gaza Strip. Over the same reporting period, 7,207 agricultural installations were in place, including 4,378 in northern West Bank; 644 in central West Bank; 722 in southern West Bank; and 1,463 in the Gaza Strip. Of these, livestock and poultry installations comprised 81% of the total number of facilities.

7. Donors and international organisations

A large number of the agricultural sector projects are funded and supervised by donors and international organisations through PNA bodies, Palestinian civil society organisations or international bodies. Of the total expenditure in all other sectors and activities, donors have spent less than 1% in support of the Palestinian agricultural sector. Eight major donors have supported the agricultural sector. Of these, the Netherlands has contributed with approximately 24% of the agriculture-designated funds, spending 34%, 24% and 12% of these funds for supporting projects of land reclamation, infrastructure and crops respectively.

The Consolidated Appeals Process (CAP) is another mechanism of financing the Palestinian agriculture. Between November 2008 and late October 2009, about USD 23

million were allocated to the agricultural sector, representing 44% of the requested funds or 4% of the funds provided to all sectors despite the fact that preliminary pledges and commitments to financial support far outweigh these figures. Moreover, the Sector Working Group (ASWG) is an important mechanism that coordinates efforts of immediate agricultural stakeholders. Presided jointly by MoA and Spain, and involves representatives of Palestinian organisations, the donor community and international institutions.

b. Achievements and Current Activities

In spite of frequent setbacks in the peace process, ongoing Israeli destructive attacks on the Palestinian people and economy and Palestinian internal crises and problems, many achievements have been made, including:

- Reclaiming a large area of land, which was unexploited or neglected. Approximately 70,000 *dunums* of land have been reclaimed; a total of 3.5 million square metres of support walls built; and agricultural roads measuring 3,000 km in length constructed.
- Helping farmers confront measures posed by the Israeli army and settlers. Activities have been launched to compensate farmers affected by the Wall, fishermen in Gaza and others who suffered from Israeli direct attacks and closure regime. Farmers also received assistance to cope with difficult weather conditions, such as drought, frost and severe winds.
- Providing agricultural services, including extension, veterinary medicine, protection, research, technology transfer, training and labs despite of their limitations.
- Promulgating the Palestinian Law on Agriculture No. (2) of 2003, in addition to several relevant regulations.
- Setting the agricultural policy and certain subsector strategies as well as concluding a number of agreements and memorandums of understanding with many states and with national and foreign institutions.

Over the period from January 2008 to September 2009, 709 agricultural activities and projects were implemented throughout the Palestinian territory, with a total cost of USD 25 million. Approximately 94,000 Palestinians, about 26% of whom were women, have benefited from these activities. Of these, around 20 current projects will continue to be implemented over 2010 or beyond. Focusing on livestock and water services, the largest portion of these projects took place in the districts of Hebron and Nablus. According to the information system on agricultural projects, the governorates of Deir al Balah and Gaza have least benefited from the said projects.

In 2009, MoA is carrying out a total of 29 projects, including 5 projects on extension and rural development; 10 on soil and irrigation; 2 on plant protection; 3 on veterinary services; 2 on forests and rangelands; 1 on planning and policy-making; and 1 on fisheries.

c. Legal framework

In addition to 11 regulations, the Law on Agriculture No. (2) of 2003 constitutes the basic legal framework that regulates the agricultural activity and covers all aspects of agricultural development. Still, there is a dire need to enact many other regulations and basic directives in order to complement the legal framework. It goes without saying that enforcement of these items of legislation is equally important. Beside the Law on Agriculture, a number of laws bear an immediate relation to the agricultural sector, including the Law on Natural Resources No. (1) of 1999; Water Law No. (3) of 2002; Environment Law No. (7) of 1999; Law of Public Health No. (20) of 2004; Law of Charitable Associations and Civil Society Organisations No. (1) of 2000; Budget Law No. (7) of 1998; Law of Civil Service No. (4) of 1998; Law of Public Supplies No. (9) of 1998; Investment Promotion Law No. (1) of 1998; Law on the Palestinian Specifications and Standards No. (6) of 2000; Law of Cooperative Societies No. (17) of 1956 in force in the West Bank; and Law of Cooperative Societies No. (24) of 1933 effective in the Gaza Strip; Law of Lands of 1857, Law of Income Tax No.(17) of 2004, and the Palestinian Cabinet of Ministries decision to exempt farmers from the value added tax .

Appendix (2) elaborates on the linkage between these pieces of legislation and the agricultural sector.

d. Impact of the Israeli occupation and subsequent predicaments

To list damages as well as direct and indirect adverse outcomes generated by the Israeli occupation and practices is not an easy task. Like a snowball, Israeli negative consequences continue to be in place and interact. In the West Bank, direct damages amounted to approximately USD 114 million, including USD 62 million as a result of the Separation Wall. Losses incurred by the Gaza Strip were estimated at about USD 265 million. Relevant major aspects of these damages and losses are addressed under various sections of this Strategy. Coping with reported losses and damages will be a primary requirement in the process of ending the occupation and establishing the State. Furthermore, cross-cutting or subsector strategies need be developed, taking into account the new realities that will emanate from establishment of the State, particularly in relation to the agricultural sector. These will include water and water uses; full control of land; crossings and borders; free geographical passage with Gaza; etc.

e. SWOT analysis

Over recent decades, the Palestinian agricultural sector has accumulated rich experiences, which should be fully taken into consideration over the upcoming phase of ending the occupation and establishing the State. Accordingly, strengths and opportunities will be utilised and consequences of weaknesses and threats alleviated and properly addressed. Below are the major components of the SWOT analysis of the Palestinian agricultural sector:

1. Strengths:

The Palestinian agricultural sector enjoys several positive features, constituting internal strengths that can be built on. These should also be taken into account in the process of setting the Strategy and implementation plan:

- Available public agricultural institutions, which have been established in a relatively good manner, along with a large-scale geographical coverage.
- Active NGOs and civil society organisations, which cover the majority of the agricultural development components.
- Available qualified staff members.
- Modern and comprehensive Agriculture Law, despite the fact that respective regulations have not yet been issued and notwithstanding weak enforcement.
- Available basic structures and infrastructure, including universities, community colleges, training centres, research and experimentation centres, labs, etc.
- The diversity of climates
- Skilful and committed farmers.
- Good experience in dealing with states of emergency and crisis management.
- Awareness of significant developments and changes, such as genetically modified organisms (GMOs), climate change, etc.
- Availability of human resources with potential capabilities and potential contribution to agricultural development
- Integral relations and positive cooperation between private and public sectors in agriculture

2. Weaknesses:

A realistic strategy should also locate and assess internal weaknesses of the agricultural sector, as well as take them into consideration in order to alleviate their adverse impacts:

- Low productivity and profitability of the agricultural activity and incompetent use of resources and inputs, particularly in the livestock sector.
- High potential of being affected by climate change and fluctuation of global prices.
- Weak performance of the public sector, agricultural institutions and cooperative system; inadequate performance; incompatible organisational structures, numbers and tasks; and debilitated coordination between institutions of the agricultural sector.
- High profit margins of merchants, taking into account that the majority of inputs and exports are circulated by Israeli merchants and agents.
- Weak capacities and competences in the areas of policy-making, policy impact assessment, planning and monitoring and evaluation.
- Lacking a national umbrella for comprehensive planning and supervision of the agricultural sector as well as weak participation in the decision-making process.
- Weak systems of service delivery, provision of production inputs and use of information technology.
- Inadequate awareness of the significant initiative-taking approach in planning and administration in order to alleviate abrupt climatic changes.
- Weak system of agriculture-related education and incompatible outputs with needs.

3. Opportunities

The external environment, which positively impacts development of the agricultural sector, serves as a major opportunity and contributor to enabling and preparing the suitable environment for the growth and sustainability of agriculture. These opportunities are as follows:

- Arab and international sympathy and support to the PNA and to the Programme *Palestine: Ending the Occupation and Establishing the State*.

- Increasing awareness around the world and amongst members of the donor community of the significance of supporting agricultural development as a basis for fighting poverty and achieving food security.
- Palestinian agricultural products have access to Arab countries with an exemption from customs fees.
- Sympathy and support to Palestinians/products and of the Holy Land in external markets.
- Commercial agreements concluded with states and Arab and international groups.
- Potential for agri-tourism

4. Threats

At the same time, account should be taken of a number of threats, which negatively impact agricultural development, in the process developing the Strategy, including:

- Israeli reactions that aim to dismantle the plan of ending the occupation and establishing the Palestinian State as well as to undermine the security and political situations.
- Continued policies of land confiscation, seizure of water sources, Wall construction, settlement activity and division of the Palestinian territory into Areas A, B, and C.
- Limited budgetary appropriations for the agricultural sector by the PNA and the donor community.
- Lacking plans and regulations on land use and continued corrosion of agricultural land.
- Flooding the local market with Israeli and settlements' products; restricted movement of individuals, services and commerce; and ongoing closure and siege.
- High costs of inputs.
- Increased and recurrent years of drought, in addition to the impacts of climate change on local resources and biodiversity.

f. Role and importance of agriculture

As mentioned above, the role and importance of agriculture is not restricted to financial and social aspects only, but it is also a major contributor to:

1. Protecting land from confiscation and settlement activity as well as safeguarding Palestinian water rights and use:

Land reclamation, water harvest and cultivation of trees have been amongst the measures that helped undermine Israeli settlers' false pretexts, stating that their presence on the Palestinian territory is expedient to protect the environment and to provide job opportunities for Palestinians. In addition, these activities have refuted claims behind confiscating land on the Palestinian side of the Separation Wall for "security" reasons.

2. Food security:

Local agricultural produce accomplishes self-sufficiency with regard to the majority of vegetables, olives, olive oil, poultry, eggs, honey, grapes and figs. Recent studies and surveys released by FAO and World Food Programme show that 25% and 61% of Palestinian households in the West Bank and Gaza suffer from food insecurity. Additionally, 11% of the West Bank households and 16% of the Gaza households are prone to food insecurity. With respect to those in possession of agricultural land, 21% of West Bank households suffer from food insecurity.

3. Provision of job opportunities and income:

Historically, the agricultural sector in Palestine has been a major source of job opportunities. A large percentage of Palestinians depend on agriculture as either a main or a secondary source of income. However, manpower in the agricultural sector dropped from 15.9% in 2004 to 13.4% in 2008. On the other hand, agriculture has provided a significant number of work opportunities for Palestinian workers who lost their jobs in Israel during the first years of the second *Intifada*. In addition, approximately 35% of working women in the West Bank and Gaza work in the agricultural sector.

4. Contribution to the GDP and exports:

Clearly, official figures on the contribution of agriculture in the GDP do not reflect the actual importance of the Palestinian agricultural sector in terms of its indirect role and linkages with other sectors and activities. Moreover, released agriculture-related information and data are not accurate.

Compared to 10.3% in 2004, the agricultural sector contributed by 8.1% of the GDP in 2007. Significant quantities of flowers, vegetables and olive oil are mainly exported to Israel, EU members states and some Arab countries. In 2007, Palestinian agricultural exports represented approximately 15.2% of the total Palestinian exports, amounting to around USD 40 million.

5. Environment conservation:

Basically, environment can be protected through measures that target the conservation of soil and water; cultivation of fruit trees, olive and other trees; rehabilitation of rangelands; forestation; protection of agro-biodiversity; and combating desertification, reuse of sewage treated water, recycling and production of compost, in addition to halting the urban expansion on the fertile agricultural lands.

Value added of the agricultural sector in developing and enhancing other sectors Industries of fertilisers, seeds, irrigation systems, machineries, agricultural chemicals and others primarily rely on agriculture for marketing. In addition, several other commercial activities, including transportation, wholesale and retail trade, restaurants and food processing depend on the agricultural produce as a major contributor thereto.

Chapter IV

4. Priorities and Strategic Objectives

To accomplish the agricultural sector's vision over the upcoming phase requires a clear demarcation of respective strategic priorities and objectives for the sector, taking into consideration the guidelines stated in the MoPAD-issued *Technical Annex of the Guidance on Developing Sector and Cross-Cutting Strategies* as well as guidelines on general political issues, inferred from *PLO Permanent Status Guidelines for the PRDP* (September 2009) of the PLO Negotiations Affairs Department. Strategic objective will lay the foundation for drafting sector strategies within the following guidelines and frameworks:

- (i) Results of consultations conducted especially for this purpose, including those made in governorate-level workshops, institutional workshops, or other consultations and meetings carried out over consultation phase.
- (ii) Outcomes of activities carried out and reports delivered by the four technical teams, which presented an in-depth diagnosis and analysis of the status of subsectors as well as relevant interventions and recommendations to develop these subsectors, including plant production, livestock production, natural resources and agricultural services.
- (iii) Results of the analysis of the attached forms, which have been developed for the purposes of the Strategy based on MoPAD's request. These include:
 - Annex (A): Policy Summary Form
 - Annex (B): Policy Implementation Form
 - Annex (C): Consultation Record Form
- (iv) Strategic objectives will respond to farmers' needs and aspirations with a view to an optimal use of available resources and in consistence with national objectives and priorities as detailed in the 13th Government Programme *Palestine: Ending the Occupation and Establishing the State*. In particular, these will cover national objectives; institutional development and enhancement; and policies to be implemented by the Palestinian Government to restructure the economy as a basis for building a modern Palestinian State. Involving MoA, Ministry of National Economy, Ministry of Tourism and Antiquities, Ministry of Telecommunications and Information Technology and Palestinian Land Authority, the said policies are as follows:
 - Creating an investment enabling environment;
 - Promoting the private sector's role;
 - Supporting Palestinian products and expertise;
 - Developing local resources;
 - Developing infrastructure;
 - Transmitting knowledge and supporting Palestinian creative action; and
 - Expanding the scope of bilateral and multilateral cooperation.

In addition, MoA will seek to achieve the following objectives over the next phase:

- Safeguarding food security, in both qualitative and quantitative terms, and targeting the accomplishment of self-sufficiency in regard of local livestock and plant products.
- Promoting economic agriculture and increasing investment in the agricultural sector.
- Consolidating effective agricultural service delivery.
- Developing, managing and safeguarding an optimal use of natural resources.

(v) The document on *Strategic Objectives and Priority Interventions*, developed by MoA in partnership with other relevant bodies in May 2009, entails six strategic objectives:

- Improving the working environment in the agricultural sector.
- Enhancing capacities of various bodies and institutions working in the agricultural sector.
- Improving conditions of food security.
- Protecting and developing agricultural land.
- Safeguarding Palestinian water rights and the agricultural sector's water share.
- Increasing the profitability of the agricultural activity.

(vi) Palestinian civil society organisations developed a vision of the agricultural sector, which was entitled *Reality and Horizons of Development* and compiled in parallel with MoA's May 2009 *Strategic Objectives and Priority Interventions*. In order to build an effective, efficient and sustainable agricultural sector, the said vision sets forth three basic frameworks:

- Technical framework and management of natural resources.
- Institutional and legal framework.
- Socio-economic framework.

To realise this vision and its respective frameworks, guidelines and aspects of each framework have been identified, along with a set of proposed policies and mechanisms.

(vii) The *Palestinian Agricultural Policy of 1999* was the first Palestinian agricultural policy that included the following six objectives:

1. Optimal use of agricultural resources, specifically land and water, in an economically competent manner, ensuring sustainable status, environment conservation and contribution to realising food security.
2. Develop and upscale the Palestinian countryside by implementing integrated rural development programmes, of which agriculture is the backbone. This activity will also adopt the principle of public participation, promote integration and coordination with civil society organisations, integrate gender issues, and encourage farmers' associations and other target groups.
3. Increase and upgrade the competitive capacity of agricultural products throughout local and foreign markets.
4. Enable the private sector to easily play its assigned role in the agricultural and rural development process.

5. Support and strengthen the institutional structure and legal framework of the agricultural sector; develop human resources; and attain a maximum competence of service delivery.
 6. Promote agricultural cooperation or integration on the Arab and regional levels as well as take an effective part in regional and international organisations and agreements pertaining to agriculture and food.
- (viii) The MoA *2010 Plan and Budget* features a diagnosis of agriculture-related problems and challenges as well as respective manifestations, symptoms and causes. It also presents strategic objectives, programmes, targets and performance indicators. In this context, the MoA *2010 Plan and Budget* involves eight programmes that cover various aspects of the agricultural development.
- (ix) Sector, cross-cutting and subsector strategies:
- Agriculture affects, and is affected by, a set of other sector policies and strategies, which must be taken into consideration in the process of developing agriculture-related strategic objectives. These strategies are as follows:
- National Strategy of Food Security: Essentially, agriculture contributes to achieving food security in a direct manner through production and provision of job opportunities, income, and food to agricultural households. Agriculture is also influenced, both directly and indirectly, by importation policies, food assistance and aid, and networks of social safety and security.
 - Water Strategy: The agricultural sector is the largest consumer of water in Palestine, which already suffers from a severe water scarcity due to Israel's virtually full control of Palestinian water sources and restrictions imposed on the provision of additional water sources. Furthermore, Palestine suffers from institutional problems and an incompatible environment that does not help attract investment to this vital and significant sector. Nonetheless, promoting the capacity and productivity of current water sources, water harvest activities and use of non-fresh water are areas that are directly related to the agricultural activity.
 - Other strategies, including the Environment Strategy, Biodiversity Strategy, Agricultural Biodiversity Strategy, and Agricultural Research and Extension Strategy.

Strategic objectives of the agricultural sector:

In view of the aforesaid frameworks and guidelines, priorities and strategic objectives of the agricultural sector over the next phase will be as follows:

1. **Promote farmers' perseverance, attachment to their land and retention of their occupations:**

Palestinian farmers' adherence and attachment to their land is one of the most important components of resisting the occupation and settlement activity. This will pre-empt Israeli plans, which aim to evict the Palestinian population from their land and dismantle the sacred link between the Palestinian farmer and his land. Therefore, consolidating Palestinian farmers' perseverance is a primary objective and a priority in the Agricultural

Sector Strategy. This task will be realised by continually exercising various agricultural activities, to handle Israeli predicaments, and paying due attention to small-scale farmers, poor population in rural areas and women.

2. Effectively and sustainably manage agricultural resources throughout the Palestinian territory:

Water share per capita in Palestine is probably the least in the world. In fact, water supply plays a pivotal role in the vertical and horizontal expansion in the agricultural sector. However, exploitation of and access to water sources is severely impeded by the many predicaments posed by the Israeli occupying authorities. Therefore, restoring Palestinian water rights and full control of the Palestinian territory on the 4 June 1967 border is a national priority and objective as well as a prerequisite of the peace process. In any case, an integrated management of land and water resources in a manner that maximises efficiency and economic revenues and ensures safe and sustainable use of those resources will remain to be a priority and a major strategic objective. Also, safe land use planning and stopping the distortions such as urbanization, sewage and untreated water, solid waste and industrial residues are important issues.

3. The agricultural sector will have a proper institutional, legal framework as well as develop and rehabilitate manpower that will help end the occupation and establish the State:

Beyond doubt, institutional and agricultural foundations and infrastructure have been established over the previous phase. These have managed to accomplish some of the main tasks and requirements that supported agricultural development. In addition to civil society organisations and private sector enterprises, which have remarkably contributed to managing and developing the agricultural sector before and after the PNA was established, MoA and relevant government bodies have played a central role in leading and directing this sector. However, the institutional and legal framework that regulates agricultural activity is still in need of foundational reforms, including a clear identification of tasks, objectives and roles assigned to main stakeholders as well as development of effective and efficient mechanisms for integration and coordination between various agricultural bodies. Accordingly, respective requirements and mechanisms should be in place in order to render successful institutional development, a salient component of which is the development of the human capital.

4. Improve the productivity of both plant and livestock activities and its contribution to realising food security:

This objective poses both a challenge and an opportunity for Palestinian agriculture and farmers, especially small-scale farmers, breeders of sheep and goats, growers of field and rain-fed crops and olives. In these activities, productivity and added value are very low. Hence, upscaling the productivity of these and other areas will be a high priority during the next phase, because it exerts an immediate impact on improving farmers' incomes and standards of living and on enhancing food security conditions and relevant reflections on the gross national income and exports.

5. Appropriate agricultural infrastructure and services:

Infrastructure and services that respond to farmers' and investors' needs are major tools and requirements to attain a sustainable agricultural activity. It goes without saying that

many countries compete over providing indirect subsidy and support to farmers in an attempt to circumvent a direct subsidy delivery to the agricultural sector. Conversely, more investment and focus should be channelled towards this strategic objective over the next phase.

6. Improve the ability of the Palestinian agricultural products to compete in local and external markets:

Increasing the share of Palestinian agricultural products in local and foreign markets requires that the whole chain of agricultural commodities be revisited. This objective can be realised by producing commodities that are competitive in terms of quality and price as well as by raising the share of local products as replacement of imported agricultural commodities and products. This requires a review of the whole commodity chain in order to maximise the export, and so will the profits and revenues made by farmers and resources used.

7. Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building:

The 13th Government Programme identifies national foundations, objectives and activities, which the PNA recognises as its highest priorities to be accomplished within the next two years. Whereas the agricultural sector is a major contributor to the process of ending the occupation and is an essential participant in building the Palestinian State through its designated role and immediate contribution to realising the government's development goals, the provision of certain requirements directly pertaining to sovereignty, including in relation to agricultural commerce, food safety and oversight of trade and intensification of efforts to attract more support, assistance and finance from the international community and UN organizations to stop Israeli aggressions and to support Palestinian rights, is a strategic priority and objective, which this Strategy will seek to bring about.

Chapter V

5. Agricultural Sector Policies

Clear, consistent and integrated policies should be developed in order to accomplish the priorities and strategic objectives stated under Chapter IV. Several policies have been designated for each strategic objective in accordance with the logical sequence of the set of objectives, policies and interventions, which are defined in MoPAD documents on developing sector and cross-cutting strategies. To this avail, this Chapter summarises these policies and policy interventions that will implement each identified policy.

5.1 Policies that will promote farmers' perseverance, attachment to their land and retention of their occupations

5.1.1 Rehabilitate the damages and support affected farmers by Israeli aggressions

The siege and recent Israeli offensive on the Gaza Strip have exerted destructive and disastrous effects on the Gaza agricultural sector, with an estimated USD 400 million of direct and indirect losses. Losses have been incurred mainly by Israel's denial of access to production inputs, cessation of exporting agricultural products, prevention of Palestinian fishermen from sailing and exercising their fishing activity, and destruction of the agricultural infrastructure. Below are the interventions proposed to implement and realise this policy. The Separation Wall has exerted destructive impacts on the Palestinian agriculture and farmers. In addition to its political purposes, the Wall imposes restrictions on Palestinian farmers living behind and near it in an attempt to force them to abandon their farming and, ultimately, leave their land. The same conditions are applicable to Palestinian farmers residing in the vicinity of Israeli settlements. Consequently, supporting these farmers is not only an agricultural development priority and necessity, but it is also a national need. Implementation of this policy will directly contribute to accomplishing the main goals stated in the 13th Government Programme

1. Support small-scale farmers and fishermen in Gaza Strip:

Small-scale farmers constitute a vast majority of the estimated total of 12,000 farmers. Of a total 1,000 fishing boats, only 12% are large vessels. This intervention aims to provide small-scale farmers, fishermen and livestock herders with production inputs and components as well as rehabilitate and restore irrigation systems, greenhouses, boats, barracks, etc., which were destroyed by the Israeli occupying forces.

2. Support farmers export crops growers:

Agricultural exports, particularly flowers, strawberries and certain kinds of vegetables, have represented a significant portion of the whole Palestinian agricultural exports activity and contributed to improving levels of income and revenue in the Gaza Strip. This intervention seeks to support farmers and farmer associations to reproduce agricultural export-oriented commodities by rehabilitating the productive and marketing infrastructure and by supporting post-harvest services.

3. Rehabilitate the destroyed agricultural infrastructure:

In addition to the recent Israeli offensive on Gaza, frequent incursions and attacks have destroyed a large portion of the agricultural infrastructure, including agricultural roads, water sources and the fishing port. Accordingly, this intervention will be concerned with rehabilitating these essential facilities, which directly impact farmers' profitability.

4. Provide agricultural production inputs and support farmers affected by the Separation Wall:

In the seam zone, farmers suffer from a number of impediments generated by the Wall, including restricted movement of farmers, workers and agricultural production inputs, which result in incurring further costs. In order to promote these farmers' perseverance, direct support should be delivered to them. In particular, production inputs should be provided, including seeds, seedlings, fodder, fertilisers, medicines and treatments. These items should be supported in a manner that indemnifies farmers for additional costs and losses they incur, and establish special fund for protecting and development of the lands affected by the wall.

5. Provide incentives and support farmers residing in the vicinity of Israeli settlements

Farmers, who run holdings near Israeli settlements, are subject to frequent attacks and risks, particularly during harvest seasons of olives and other crops. As a result, a large number of farmers are unable to harvest their crops, or are forced to harvest them at earlier or later times. Moreover, Israeli settlers frequently damage agricultural infrastructure, uproot and cut down trees, and prevent the grazing activity. In this context, this intervention aims to provide incentives as well as material and immaterial support to those farmers to help consolidate their perseverance and enable them to exercise their agricultural occupations and make a living, thereby promoting resistance and termination of the Israeli occupation and the settlement enterprise.

6. Assist in preparing compensation files for farmers in accordance with the International Law:

Ongoing Israeli attacks and practices against Palestinian farmers impinge on international laws and bills. These include, *inter alia*, land confiscation; seizure of water sources; denial of civilian access to food; movement restrictions; closure regime; and destruction of agricultural infrastructure and properties. Therefore, developing and documenting compensation files for affected farmers will be an important intervention, which should be fulfilled over the upcoming phase.

5.1.2 Support and protect marginalized groups especially, small-scale farmers, rural poor, women and Bedouins

Supporting these groups is a main policy and strategic priority to be implemented during the next phase. It will directly contribute to achieving households' food security and providing job opportunities for a significant number of seasonal and temporary workers. This policy will be brought about by implementing the following interventions:

1. Intensify income diversification projects:

Small-scale farmers and residents of rural areas and Bedouins need to diversify their sources of income by exercising agricultural activities, which complement those which they already perform, such as keeping bees, rabbits, poultry, sheep and goats; tending house gardens; launching food processing projects; etc. In addition to improving the living standards of farmers and population of rural areas, this intervention will enhance the competent use of available resources and reduce rates of food insecurity.

2. Increase labour-intensive projects:

Costs associated with creating work opportunities in the agricultural sector, including in relation to land reclamation and cultivation, are amongst the least in comparison to other sectors. Labour-intensive agricultural activities, especially protected and export crops, also provide additional job opportunities for farmers and residents of rural areas as well as for their households.

3. Empower women's role in the agricultural sector:

Women play an effective and substantial role in the agricultural development process. They are responsible for a large portion of both plant and livestock agricultural activities. In addition to the unpaid household activity, approximately 35% of paid working women are employed in the agricultural sector. Empowering women aims to upgrade a competent agricultural production and added value by assisting and supporting them to adopt and implement a set of relevant activities and projects. In this context, this intervention will accommodate many activities, such as processing of agricultural products and implementing agribusiness and marketing projects. In these projects, priority will be given to women with care responsibilities and to poor women. This includes support projects implemented by women, support women production cooperatives, development of special data base for women in agriculture, improvement of women access financial resources and knowledge and to support innovative women initiatives in agriculture.

5.2 Policies targeting the effective and sustainable management of agricultural resources throughout the Palestinian territory

5.2.1 Increase water availability and improve supply management

By implementing this policy, water quantities designated for the agricultural activity will be increased, either by securing Palestinian water rights or by upgrading the management and competent use of existent irrigation water sources. This policy will be carried out through the following interventions:

1. Rehabilitate water infrastructure

This intervention will seek to rehabilitate wells, springs and pools.

2. Raise water sources designated for agriculture

This intervention will seek to use brackish and treated water in the agricultural activity; develop water harvesting activities and attain Palestinian water rights.

5.2.2 Improve demand management of the agricultural water

Focusing on enhanced competence, this policy will also rationalise the use of water allocated for agricultural purposes. Encroachments on agricultural water sources will be curbed and water use will be regulated through the following interventions:

1. Enhance the efficiency of water transportation and distribution systems:

This intervention will be carried out mainly by upscaling the competence of, replacing and rehabilitating water transportation and distribution systems, as well as by providing water storage systems.

2. Upgrade irrigation systems and use complementary irrigation

This activity will convert surface irrigation and open cultivation systems into modern irrigation and cultivation techniques, and establish complementary irrigation programmes.

5.2.3 Sustainable use, increasing the area, reclaiming the land and sustainable use of agricultural biodiversity:

This policy aims to increase and green the area of agricultural land as well as to construct agricultural roads in order to protect land against erosion or deterioration and protect wildlife and agricultural biodiversity. This policy will be achieved by implementing the following interventions:

1. Identify, classify and reclaim lands and enhance the productivity

Through this intervention land use and sustainability to different economic and agricultural purpose and upscaling of land reclamation and planting it with the suitable crops will be attained.

2. Afforest government and privately-owned land:

A significant portion of government and privately-owned land is uncultivated due to either the deteriorated status of soil or difficult access thereto or in available water resources. Therefore, this land will be cultivated with forest trees and focusing on multi-functioning varieties. Public bodies and civil society organisations will also be promoted to take part in this activity.

3. Develop and rehabilitate rangeland:

Since the majority of rangelands have been subject to desertification which over-grazing is considered its main causes. Therefore, rehabilitating pastures and increasing their vegetation cover will require a combined action of rehabilitation, protection, organising grazing activities, and encouraging herders to cooperate with one another to manage and organise their herds and grazing activity.

4. Conserve and sustainably use agricultural biodiversity:

Preservation and sustainable use of various agricultural resources is of particular importance. Accordingly, this intervention will seek to establish natural reserves in order to conserve all aspects of agricultural biodiversity as well as the biodiversity of different

agricultural and environmental areas. These will be preserved through respective farms or banks.

5.3 Policies that support institutional and legal frameworks as well as develop and rehabilitate manpower working in the agricultural field

5.3.1 Upscale the competence and effectiveness of agricultural institutions

Even though competent and efficient agricultural institutions are a prerequisite for developing the agricultural sector, this policy will directly contribute to realising our national goal of ending the occupation and establishing the Palestinian State. It also aims to review roles and tasks assigned to the agricultural sector's institutions in light of our new national and sector-based strategic objectives as well as to provide necessary requirements by putting in place the following interventions:

1. Develop subsector and subject matter strategies:

More detailed agricultural subsector strategies should be prepared for certain major subsectors, including agricultural research and extension, management of natural resources, marketing, financing, lending, etc. Such strategies will support and translate the agricultural sector-related strategic objectives in different areas.

2. Develop institutions and activate cooperation between agricultural institutions:

Clear identification of the roles assigned to the PNA, civil society organisations and the private sector in the context of realising the strategic objectives of agricultural development in general is a major strategic intervention. Against this backdrop, future role and tasks of the MoA should be highlighted. Additionally, due attention should be paid to MoA's planning, oversight and supervisory roles; service delivery; projects not carried out by MoA; and projects implemented by other actors, including by civil society organisations or the private sector. Activities carried out by supervisory or coordinating councils as well as committees and bodies responsible for managing the agricultural sector should also be institutionalised. In addition to updating the financial and administrative systems related to agricultural sector.

3. Develop agricultural database and information:

Updated and accurate data are essential for the right decision and proper planning, therefore it is of great importance to review the data collection mechanisms including its accuracy and endorsement, the roles of different institutions at all stages and to assure transparency and simplicity in collecting and handling the data.

5.3.2 Update and consolidate the legal framework

Although the Law on Agriculture is relatively modern, a set of regulations and directives necessary for regulating and guiding the agricultural sector's activities are needed. Also, expedient mechanisms and tools to enforce agriculture-related legislation should be established. Consequently, this policy will be accomplished through the interventions below:

1. Review agriculture-related regulations and identify the pieces of legislation that should be developed or updated:

The set of agriculture-related regulations is a reflection and translation of policies. Therefore, these regulations need be revisited and revised. Taking account of the need to consolidate them, items of legislation necessary for the upcoming phase should also be identified.

2. Develop and/or update and approve necessary regulations:

The preparation and formulation of the legislations to complete the legal frame, in addition to its endorsement, enforcement and activation in order to stop aggression and to limit the depletion of resources, environmental damages, protection of local producers and consumers, control the markets and smuggling are considered priority for agricultural development.

5.3.3 Train and rehabilitate human resources

Development of the agricultural sector basically relies on the existence and provision of qualified agricultural cadres and leaders in various fields. These should be capable of developing agricultural institutions and enable them to deliver services and carry out assigned tasks in a competent manner. This policy will be realised by implementing the interventions below:

1. Identify training needs and human resources for agricultural institutions:

In the context of defining the new tasks and roles of agricultural institutions, relevant needs of human resources, training and rehabilitation should be spelled out. Whereas there is a surplus of certain specialisations, other fields suffer from shortfalls. Needs will be clearer when respective institutions are restructured and when existent specialisations are matched to actual needs.

2. Develop and implement human capacity development programmes:

In light of identified needs of human resources and training activities, programmes will be launched to redistribute, rehabilitate and train human resources, especially within MoA. In addition, required specialisations will be provided and mechanisms will be developed to utilise available competences and expertise throughout other Palestinian bodies.

5.4 Policies that aim to improve the productivity of both plant and livestock activities and its contribution to realising food security

5.4.1 Apply modern systems in plant production

Although more than 86% of agricultural land is rain-fed, this land contributes to the agricultural added value by 5% only, reflecting a remarkable decline of productivity in this area. On the other hand, there are good prospects to improve and intensify the productivity of other crops. This policy will be brought about through the following interventions:

1. Enhance the productivity of field crops:

This intervention will upscale the competent use of agricultural resources and production inputs. It will also promote the application of appropriate systems, techniques and technical packages that seek to increase productivity and maximise farmers' profits generated from rain-fed grains, beans and rain-fed vegetables.

2. Improve the productivity of olives:

Olive groves constitute over half of the cultivated land in Palestine. Olive growers, however, suffer from major problems, particularly a fluctuating production every other year, whereby produced amounts are less than 100 kg / dunum/ year. In addition, farmers face problems resulting from diseases that hit olive trees and unstable prices. Therefore, this intervention will disseminate sound techniques and practices and will affect all olive production activities and sound chain.

3. Upscale the productivity of fruit trees:

Even though a large portion relies on importation to meet local market need, there is a significant potential to improve the productivity of fruit trees. Competitive crops can also be disseminated throughout external markets, generating good revenues for farmers.

5.4.2 Shift to systems of intensive and semi-intensive livestock production

As a clear indicator of the weak productivity in this important sector, production inputs were approximately USD 465 million in 2007 whereas the value of the production itself was about USD 404 million. This means that the production value was in the minus, demanding urgent and significant interventions. A large number of livestock breeders, including around 31,000 small-scale farmers, are prone to suffer from poverty. Accordingly, this policy will be achieved through the following interventions:

1. Improve the productivity of sheep and goats:

This intervention will upgrade systems of farm management, veterinary services, breeds enhancement, and competent use of inputs, particularly fodder and medicines. It should be noted that 80-85% of livestock production inputs are imported, also special attention should be given to camels and horses.

2. Increase the production of fodder crops and provide fodder alternatives:

The value of fodder represents 61% of the total livestock production supplies. In contrast, a large portion of agricultural and food processing and production wastes are not exploited. If utilised well, these will reduce importation and improve farmers' profits. Neighbouring countries have witnessed many successful experiments in this field, which this intervention will disseminate and encourage farmers to adopt. The intervention will also provide fodder at competitive prices.

3. Aquaculture:

Public consumption of fish is increasing. Despite the fact that some efforts have been made in the field of aquaculture, these are still modest and limited. Therefore, farmers and investors should be promoted and prepared by creating an enabling environment and providing basic requirements, including fingerling farms, veterinary services, extension, marketing, etc.

4. Apiculture and honey production:

Despite the correlative increase in the number of modern beehives and rate of honey production, there are still significant prospects to enhance productivity on household and commercial levels. This intervention will, therefore, focus on supporting poor rural households and small-scale farmers in order to diversify their sources of income and improve food security conditions. In addition to promoting cooperative activity by all beekeepers, the intervention will provide services of protection, disease treatment and marketing.

5.5 Policies targeting the establishment of agricultural infrastructure and delivery of appropriate agricultural services

5.5.1 Create an investment enabling environment and promote investment in the agricultural sector and relevant services

Over the upcoming phase, special attention should be paid to and focused on creating an enabling environment that channels investment towards agricultural and other relevant activities, including inputs, services, post-harvest activities, and delivery of high-quality agricultural services timely and at affordable prices. This will directly contribute to supporting the 13th Government Programme, which targets ending the occupation and establishing the Palestinian State. Below are the interventions proposed to realise this policy:

1. Develop feasibility studies on agricultural investment:

Developing preliminary feasibility studies on investment in various agricultural and other relevant areas is particularly important to achieve agriculture-related strategic objectives. This intervention includes, but is not restricted to, cut flowers; roses; seeds; sheep and calf fattening; stations for producing modified rams; export crops; palms; slaughterhouses; processing of agricultural products; etc.

2. Provide investment incentives:

Despite the relative advantage of certain agricultural subsectors and activities, there is still a lot to be done in order to promote internal investment and secure external funds for the agricultural sector. Therefore, an adequate set of incentives and guarantees should be in place to cope with risks and obscurity generated by the Israeli occupation and measures. Also needed is a legal environment, financial and commercial facilities, etc.

5.5.2 Upgrade extension services, plant protection, veterinary medicine and agricultural research

The quality, competence and provision of agricultural services, such as extension services, plant protection, veterinary medicine and agricultural research, directly impact the cost and competitive status of the agricultural produce. Supported institutional structures of service providers, a clear division of roles and promoted farmers' associations will also positively affect agricultural services. Moreover, quality control, consistency and avoided conflicts are essential factors that will optimise competent agricultural services. This policy will be brought about by putting in place the interventions below:

1. Review and assess sector needs of agricultural services:

An overall assessment of all services delivered to farmers on various levels, areas and fields should be conducted. Accordingly, effective and efficient agricultural service delivery will be promoted in cooperation with respective service providers.

2. Develop and implement specialised service programmes:

in light of the needs assessment, specialised service programmes will be developed to address areas of extension, veterinary medicine, protection, scientific research, etc. The said programmes will cover commodities, farm systems, environment/climate aspects, etc.

5.5.3. Invigorate activities of lending, rural finance, and agricultural insurance

With less than 1% of loans, agriculture is the least sector that benefits from services delivered by banks and the banking system. Same applies on agricultural insurance which is practically, out of place. Therefore, provision of funds and agricultural insurance services are a primary prerequisite to expedite and maintain agricultural development and sustainability. To accomplish this policy, the following interventions will be in place:

1. Establish agricultural lending bank and support existing institutions

Due to the special nature of agricultural sector which is affected to great extent by the risks and uncertainties which directly impact the production, productivity, profitability which in turn influence the ability of farmers to finance. An agricultural credit and finance bank is needed to respond to farmers and investor needs in agriculture. Support should also be given to the existing institutions that provide different agricultural finance activities.

2. Promote and rejuvenate the Law on Agricultural Insurance:

Whereas it is in the final stages of approval, campaigns and consultations should be intensified in order to define the mechanisms and requirements necessary to render successful the enforcement of this law. This intervention will secure budgetary allocations and create institutional and administrative structures of agricultural insurance. In addition to other activities, negotiations will be conducted with insurance companies and banks and funds will be channelled.

5.5.4. Develop mechanisms to cope with natural disasters

Agricultural sector is characterized by high risks and uncertainties, especially in the light of the climatic change. Therefore, mechanisms should be developed and adopted to cope with these changes, and to avoid the negative impact, reduce its damages and adopt with its consequences as much as possible. This policy will be achieved through the following intervention:

1. Identify and adopt mechanisms for early warning and coping with agricultural disasters:

Frequent phenomena of drought, frost and floods are a manifestation of the global climate change, directly affecting farmers and causing severe damage to the agricultural enterprise. As a result, early warning mechanisms should be developed and applied.

Stakeholders will also be duly informed so that they take the proper measures and deal with these conditions.

5.6 Policies that will improve the Palestinian agricultural production capability of competition in local and external markets

5.6.1 Enhance both plant and livestock agricultural production

Upgrading productivity and quality is a primary factor in the process of improving the competitive status of Palestinian products throughout local and foreign markets. This policy will be in place by implementing a set of interventions that mainly target areas and activities with a high potential to upscale the agricultural productivity and quality, including:

1. Develop and apply quality standards:

A complete set of agricultural production standards should be developed, adopted and applied rigorously to imported commodities, local products and exports. This intervention will basically aim to complement this set of standards and adopt necessary mechanisms for implementation.

2. Raise farmers' and exporters' awareness of quality standards and market requirements:

Farmers and exporters should be aware of quality standards and specifications. In view of the direct relation with improving their profits and preserving markets and public safety, farmers and exporters should adhere to and implement the said standards and specifications.

3. Establish the expedient infrastructure for agricultural marketing:

Providing infrastructure, including information systems, labelling and packaging stations, means of transportation, wholesale markets and necessary labs, is an essential requirement to bring about objectives of this Strategy. This also demands a real, effective and efficient partnership between the private sector, public sector and civil society.

5.6.2 Guide the Palestinian agricultural production to meet requirements of local and external markets

In no way shall local markets be viewed as ready to assimilate all agricultural products, nor shall external markets be seen as an extension of local ones. Each market has its peculiar requirements and conditions, which must be identified over various seasons. Accordingly, respective plans and strategies should be developed and farmers and exporters guided to such markets. This policy will be achieved by implementing the following interventions:

1. Develop and implement programmes on diversifying agricultural production and increasing profitability:

Over the next phase, this intervention will maximise revenues and profits generated by production factors and products by optimising the relative advantage of the Palestinian agriculture and by shifting to highly-competitive crops.

2. Provide incentives and create the enabling environment to produce export crops and commodities that will replace imports:

Not to mention associated risk and obscurity factors, the process of producing export crops and alternative commodities may face some technical and logistical problems. Therefore, necessary incentives and enabling environment should be in place so as to promote the production of such crops and commodities.

5.6.3 Promote and protect Palestinian agricultural products

This policy aims to promote Palestinian agricultural products, improve their competitiveness and protect by applying the interventions below:

1. Launch campaigns to promote and protect Palestinian agricultural products:

This intervention will organise exhibitions, hold seminars and other activities both internally and externally, and focus on the type and quality of the Palestinian agricultural produce. It will also highlight other themes, including organic agriculture and the fact that products are originated in Palestine or in the Holy Land. Campaigns should be intensified to protect Palestinian produce from the unfair competitive, settlements production and dumping, also markets need to be controlled and cooperation between consumers protection cooperatives and to prepare lists of settlement produce to promote its boycotting regional and international levels should be promoted.

2. Develop programmes to support agricultural exports:

In order to enable Palestinians to compete on fair grounds in external markets, farmers and exporters should be compensated for the impediments and additional costs generated by the Israeli occupation and measures. Certain export commodities will also be supported for a limited period of time. It is important to maximize the benefit from the trade agreements and accords signed with other countries and to review it to assure national interest.

5.7 Policies that aim to enhance the operational capacity of the agricultural sector to help achieve requirements of the state-building

5.7.1 Provide agricultural control on borders and on land and sea outlets

Preparations should be in place for the stage of ending the occupation and establishing the State. In particular, oversight measures will be applied on borders and on land and sea crossings so as to control the access of commodities, products, livestock and oversee compatibility with approved conditions and specifications. This policy will be in place by implementing the following interventions:

1. Develop agricultural quarantine requirements:

Livestock and plant diseases generate severe economic losses. Also, diseases that are common to humans and animals sometimes affect human health. In order to curb the communication of such diseases across borders, an expedient agricultural quarantine infrastructure should be established as an immediate and necessary contribution to achieve objectives of this Strategy and support components of state-building.

2. Rejuvenate agricultural trade systems and requirements:

Once crossing points and borders are under PNA's full control, procedures and mechanisms of regulating foreign trade, application of relevant international laws and agreements, development of relevant forms, endorsement of signatures and terms of reference, etc. will need prior preparation and approval.

5.7.2 Provide reference national labs

Several national authoritative labs will be in place to analyse, diagnose and verify quality in various agricultural fields. This policy will be brought about through the following interventions:

1. Establish labs for testing production inputs

These labs will cover agricultural resources (e.g. water and soil) or diagnose inputs (e.g. fodder, pesticides, medicines, etc.) and will focus on serving farmers throughout their residential locales.

2. Establish disease and pandemic labs:

Labs that diagnose plant and livestock diseases and pandemics will be established throughout the Palestinian territory.

3. Establish labs for food quality and safety

Necessary labs to diagnose the quality and safety of food supplies and agricultural produce will be incorporated throughout Palestinian governorates.

Chapter VI

6. Impacts of the Strategy on the Resources

This ambitious Strategy deals with and covers an important stage in the history of our Palestinian people, namely ending the occupation and establishing the state. Clearly, implementation and realisation of objectives set out in this Strategy will necessitate that several requirements be fulfilled. Necessary financial resources, which will help accomplish these objectives, are of singular importance, taking into account that a major shift in the agricultural sector demands exceptional efforts and budgets so that it can play its significant role and utilise resources, capacities and expertise in a competent and sustainable manner.

In this context, a special emphasis should be dedicated to the partnership between the public and private sectors as well as to the pivotal role played by the civil society in the process of agricultural development in Palestine. Hence, a clear distribution of tasks, roles and responsibilities and adoption of clear coordination, oversight and accountability mechanisms are prerequisites for a successful implementation of this Strategy. Each public sector institution and civil society organisation should reallocate roles between and within its respective bodies, thereby accomplishing tasks and delivering services in an efficient and cost-effective fashion.

Supervision, oversight and accountability are important factors to ensure smooth implementation, achievement and use of resources in the designated purposes. To this avail, transparency, decentralisation and participation are necessary conditions that should be included throughout phases of action on this Strategy, including in relation to planning, implementation, supervision and monitoring and evaluation.

In this stage, the Strategy will achieve a set of strategic objectives, which will in turn be realised by adopting a set of policies for each strategic objective. Each policy will also be implemented through a set of interventions that are integrated with other policy interventions in order to bring about strategic objectives of the agricultural sector, thereby contributing to accomplishing the common vision of this sector. Table (1) below shows estimated costs of interventions, policies and strategic objectives.

Table (1): Estimated Costs of the Strategy over 2011-13

(NIS '000)

Policies	Interventions	2011	2012	2013	Total
1. Strategic Objective: Promote farmers' perseverance, attachment to their land and retention of their occupations		600,000	600,000	555,000	1,755,000
1. Rehabilitate the damages and support affected farmers by Israeli aggressions	1. Support small-scale farmers and fishermen in Gaza Strip	100,000	80,000	80,000	260,000
	2. Support export crops growers	80,000	100,000	80,000	260,000
	3. Rehabilitate the destroyed agricultural infrastructure	80,000	90,000	70,000	240,000
	4. Provide agricultural production inputs and support farmers affected by the Separation Wall	80,000	100,000	100,000	280,000
	5. Provide incentives and support farmers residing in the vicinity of settlements	79,000	50,000	50,000	179,000
	6. Assist in preparing compensation files for farmers in accordance with the International Law	1,000	-	-	1,000
Total		420,000	420,000	380,000	1,220,000
2. Support and protect marginalized groups especially, small-scale farmers, rural poor, women and Bedouins	1. Intensify income diversification projects	100,000	100,000	100,000	300,000
	2. Increase labour-intensive projects	65,000	65,000	65,000	195,000
	3. Empower women's role in the agricultural sector	15,000	15,000	10,000	40,000
Total		180,000	180,000	175,000	535,000
2. Strategic Objective: Effectively and sustainably manage agricultural resources throughout the Palestinian territory		345,000	360,000	355,000	1,060,000
1. Increase water availability and improve supply management	1. Rehabilitate water infrastructure	80,000	80,000	80,000	240,000
	2. Raise water sources designated for agriculture	35,000	35,000	30,000	100,000
Total		115,000	115,000	110,000	340,000
2. Improve demand management	1. Enhance the efficiency of water	35,000	35,000	30,000	100,000

Policies	Interventions	2011	2012	2013	Total
of the agricultural water	transportation and distribution systems				
	2. Upgrade irrigation systems and use complementary irrigation	40,000	40,000	40,000	120,000
Total		75,000	75,000	70,000	220,000
3. Sustainable use, increasing the area, reclaiming the land and sustainable use of agricultural biodiversity	1. Identify, classify and reclaim lands and enhance the productivity	100,000	100,000	100,000	300,000
	2. Afforest government and privately-owned land	15,000	20,000	25,000	60,000
	3. Develop and rehabilitate rangeland	30,000	35,000	35,000	100,000
	4. Conserve and sustainably use agricultural biodiversity	10,000	15,000	15,000	40,000
Total		155,000	170,000	175,000	500,000
3. Strategic Objective: The agricultural sector will have a proper institutional, legal framework as well as develop and rehabilitate manpower working in the agricultural field		51,500	52,000	35,000	138,500
1. Upscale the competence and effectiveness of agricultural institutions	1. Develop subsector and subject matter strategies	350	1,200	-	1,550
	2. Develop institutions and active cooperation between agricultural institutions	500	-	-	500
	3. Develop agricultural database and information	150	300	-	450
Total		1,000	1,500	-	2,500
2. Update and consolidate the legal framework	1. Review agriculture-related regulations and identify the pieces of legislation that should be developed or updated	-	-	-	-
	2. Develop and/or update and approve necessary regulations	500	500	-	1,000
Total		500	500	-	1,000
3. Train and rehabilitate human resources	1. Identify training needs and human resources for agricultural institutions	500	-	-	500
	2. Develop and implement human capacity	49,500	50,000	35,000	134,500

Policies	Interventions	2011	2012	2013	Total
	development programmes				
Total		50,000	50,000	35,000	135,000
4. Strategic Objective: Improve the productivity of both plant and livestock activities and its contribution to realising food security		435,000	435,000	430,000	1,300,000
1. Apply modern systems in plant production	1. Enhance the productivity of field crops	50,000	50,000	50,000	150,000
	2. Improve the productivity of olives	150,000	150,000	150,000	450,000
	3. Upscale the productivity of fruit trees	50,000	50,000	50,000	150,000
Total		250,000	250,000	250,000	750,000
2. Shift to systems of intensive and semi-intensive livestock production	1. Improve the productivity of sheep and goats	100,000	100,000	100,000	300,000
	2. Increase the production of fodder crops and provide fodder alternatives	50,000	50,000	50,000	150,000
	3. Aquaculture	25,000	25,000	25,000	75,000
	4. Apiculture and honey production	10,000	10,000	5,000	25,000
Total		185,000	185,000	180,000	550,000
5. Strategic Objective: Establishment of agricultural infrastructure and delivery of appropriate agricultural services		220,000	205,000	195,000	620,000
1. Create an investment enabling environment and promote investment in the agricultural sector and relevant services	1. Develop feasibility studies on agricultural investment	1,000	-	-	1,000
	2. Provide investment incentives	49,000	50,000	50,000	149,000
Total		50,000	50,000	50,000	150,000
2. Upgrade extension services, plant protection, veterinary medicine and agricultural research	1. Review and assess sector needs of agricultural services	500	-	-	500
	2. Develop and implement specialised service programmes	99,500	100,000	100,000	299,500
Total		100,000	100,000	100,000	300,000
3. Invigorate activities of lending, rural finance, and agricultural	1. Establish agricultural lending bank and support existing institutions	20,000	20,000	20,000	60,000

Agricultural Sector Strategy: A Shared Vision / 2011-2013

Policies	Interventions	2011	2012	2013	Total
insurance	2. Promote and rejuvenate the Law on Agricultural Insurance	20,000	20,000	20,000	60,000
Total		40,000	40,000	40,000	120,000
4. Develop mechanisms to cope with natural disasters	1. Identify and adopt mechanisms for early warning and coping with agricultural disasters	30,000	15,000	5,000	50,000
	2.				
Total		30,000	15,000	5,000	50,000
6. Strategic Objective: Improve the ability of Palestinian agricultural production capability of competition in local and external markets		235,000	235,000	160,000	630,000
1. Enhance both plant and livestock agricultural production	1. Develop and apply quality standards	5,000	5,000	5,000	15,000
	2. Raise farmers' and exporters' awareness of quality standards and market requirements	5,000	5,000	5,000	15,000
	3. Establish the expedient infrastructure for agricultural marketing	70,000	80,000	50,000	200,000
Total		80,000	90,000	60,000	230,000
2. Guide the Palestinian agricultural production to meet requirements of local and external markets	1. Develop and implement programmes for diversifying agricultural production and increasing profitability	80,000	75,000	50,000	205,000
	2. Provide incentives and create the enabling environment to produce export crops and commodities to replace imports	40,000	35,000	20,000	95,000
Total		120,000	110,000	70,000	300,000
3. Promote and protect Palestinian agricultural products	1. Launch campaigns to promote and protect Palestinian agricultural products	5,000	5,000	5,000	15,000
	2. Develop programmes to support agricultural exports	30,000	30,000	25,000	85,000
Total		35,000	35,000	30,000	100,000
7. Strategic Objective: Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building		41,000	39,000	50,000	130,000

Agricultural Sector Strategy: A Shared Vision / 2011-2013

Policies	Interventions	2011	2012	2013	Total
1. Provide agricultural control on borders and crossings	1. Develop agricultural quarantine requirements	10,000	9,000	10,000	29,000
	2. Rejuvenate agricultural trade systems and requirements	1,000	-	-	1,000
Total		11,000	9,000	10,000	30,000
2. Provide reference national labs	1. Establish labs for testing production inputs	10,000	10,000	10,000	30,000
	2. Establish disease and pandemic labs	10,000	10,000	15,000	35,000
	3. Establish labs for food quality and safety	10,000	10,000	15,000	35,000
Total		30,000	30,000	40,000	100,000
Grand Total		1,927,500	1,926,000	1,780,000	5,633,500

The above table shows that the total estimated costs of the Strategy is NIS 5,633,500 billion, equivalent to approximately USD 1,502,267 billion. These are allocated to 50 interventions under 19 policies of 7 strategic objectives. These will be funded by the PNA Public Budget, donors and the private sector.

In relation to the allocation of roles and responsibilities, MoA will be the main body that is responsible for developing, leading, supervising and monitoring the implementation of the set policies. In turn, MoA will effectively engage other government bodies, civil society organisations and private sector enterprises in this process. Annex (B) below shows the bodies that will implement various interventions, projects and activities.

Chapter VII

7. Monitoring and Evaluation

7.1. Monitoring and Evaluation

As an indispensable part of the Strategy, monitoring and evaluation will reflect and identify outputs, commodities and services delivered as an outcome of implementing interventions and expenditures and using available resources. In addition, technical aspects, quality and time frames necessary to carry out activities and interventions are essential requirements, which should be included within the monitoring and evaluation indicators. It goes without say that drafting concise and realistic indicators are directly linked with assumptions to be developed so as to render successful the Strategy implementation. In comparison to other sectors, risk and obscurity factors in the agricultural activity are high. Furthermore, achievements and progress in implementing objectives set by the Strategy are influenced by the Israeli occupation's measures, budgetary allocations and weather conditions, particularly drought and frost.

Monitoring and evaluation of the progress made, achievements and implementation impacts will be used to upscale performance and administration by building on positive aspects, avoiding negative points and adjusting the course of action during the implementation process. The monitoring and evaluation system will be carried out on various levels, including the body that is immediately responsible for implementing activities and interventions; the umbrella institution to which the implementing body reports; MoA; MoPAD and the respective donor. Sometimes, a multilateral evaluation will be conducted mostly during or at the end of the relevant activity or intervention.

Prior to working on developing achievement indicators, it is necessary that the situation of the targeted case be identified. This includes, but will not be limited to, defining the production levels, productivity, costs and revenue of used inputs. Accordingly, these will lay down a foundation to measure and identify the levels of change. The link between an intervention and activity, on the one hand, and achieved changes, on the other, are important in order to determine whether the change in production or productivity is wholly attributed to the intervention, or whether other factors or projects have influenced and played a negative or positive role in this process. Additionally, the cost associated with the monitoring and evaluation process should be reasonable and not require a massive effort to obtain or verify.

Again, it is important that objectives, policies, interventions, projects, activities and costs be reviewed in light of monitoring and evaluation results. This is equally applicable to indicators, especially when financial allocations, budgets and duration of achievement are subject to change, or when assumptions are not realised, or in the event contingent developments and conditions are in place.

Account should also be taken of logical sequencing in the process of designing and developing monitoring and evaluation indicators; accomplishing and implementing activities and projects will lead to achieving intervention objectives, which will in turn realise policies, ultimately

bringing about a strategic objective. The total set of strategic objectives will contribute to putting in place the agricultural sector's vision. As mentioned above, because developing concise monitoring and evaluation indicators depends on the overall annual budgets per activity and project, which will be provided in the process of developing the PNP 2011-13, below are general and sector-related indicators that will be accurately completed and identified after the PNP is developed:

1. To increase the ratio of self-sufficiency of local agricultural products by 5% by the end of 2013.
2. To enhance the added value of the agricultural sector so that it reaches USD 1 billion by the end of 2013.
3. Creating 50,000 job opportunities in the Agriculture sector.
4. To increase the value of agricultural exports, so that they amount to USD 60 million by the end of 2013.
5. To finalise the process of promulgating and amending the following agriculture-related pieces of legislation:
 - To promulgate the Law on Agricultural Insurance; and
 - To enact another 11 agricultural-related regulations.
6. To restructure and regulate the MoA and National Agricultural Research Center, as well as to establish supervisory and commodity Councils, including:
 - Agricultural Council;
 - Milk Council;
 - Grapes Council;
 - Bees and Honey Council;
 - Aromatic and Medical Plants Council, and
 - Vegetables Council

7.2 Accountability

The PNA should not only be fully committed to monitoring and evaluating the Strategy as an essential requirement to ensure successful implementation, but it must also be committed to the principle of accountability, which is immediately intertwined with transparency. In addition to reinforcing one another, both mechanisms contribute directly to improving a competent, effective and equitable development and development administration throughout the public sector, private sector or civil society organisations. Targeted groups and beneficiaries from the outcomes of development process and interventions will be more entitled and capable than others of judging the quality, suitability and competence of achievements made once they can access relevant information and facts in a timely fashion. Accountability will be fragile in the absence of transparency. Without accountability, transparency will be fruitless.

Appendix (1): Collation and Analysis of Surveys

Institutional Workshops

1. The most important themes and issues to be highlighted in the next Agricultural Development Strategy (Select five themes):

	Food security	Water	Restructuring institutions	Protecting natural resources	Promoting investment in the agricultural sector	Enhancing agricultural service delivery
Government bodies	80	53.8	53.8		62	
NGOs	75		37.5	37.5	62.5	62.5
Private sector	50		62.5	50	62.5	75
International organisations	50	100		50		
Total average	63.8	38.5	38.5	34.4	46.8	34.4
Sequence	1	3	3	5	2	5

The table above summarises the average percentages given to each of the 13 themes of each set of institutions. It also shows the total average given to each theme. As such, the table indicates that ‘food security’ scored the highest percentage as a theme to be focused on, followed by ‘promoting investment in the agricultural sector’; ‘restructuring institutions’ and ‘water’; ‘enhancing agricultural service delivery’ and ‘protecting natural resources’ respectively.

2. Assess the PNA's role/contribution

(%)

	Government bodies				NGOs				Private sector			
	Very good	Good	Adequate	Unsatisfactory	Very good	Good	Adequate	Unsatisfactory	Very good	Good	Adequate	Unsatisfactory
Agriculture budge	0	7.7	30.8	61.5	0	5.3	5.3	89.5	0	0	30	70
Investment promotion	7.7	7.7	30.8	53.8	0	11.8	41.2	47	0	0	40	60
Control and regulation	0	7.7	30.8	61.5	0	5.6	33.3	61.1	0	50	30	20
Service delivery	7.7	7.7	46.1	38.5	0	21.1	26.3	52.6	0	40	50	10
Dealing with donor countries	8.3	66.7	16.7	8.3	0	16.7	44.4	38.9	0	50	40	10
Supporting small-scale farmers	0	0	30.8	69.2	0	5.6	11.1	83.3	0	20	40	40
Dealing with civil society organisations	0	16.7	41.7	41.7	5.3	26.3	21	47.4	10	40	30	20
Supporting small-scale farmers affected by the Wall	8.3	0	41.7	50	0	15.8	26.3	57.9	0	40	30	30

	Total Average			
	Very good	Good	Adequate	Unsatisfactory
Agriculture budge	0.0	4.3	22.0	73.7
Investment promotion	2.6	6.5	37.3	53.6

Control and regulation	0.0	21.1	31.4	47.5
Service delivery	2.6	22.9	40.8	33.7
Dealing with donor countries	2.8	44.5	33.7	19.1
Supporting small-scale farmers	0.0	8.5	27.3	64.2
Dealing with civil society organisations	5.1	27.7	30.9	36.4
Supporting small-scale farmers affected by the Wall	2.8	18.6	32.7	46.0

In relation to MoA's budgetary allocations, the above table shows that the PNA's role scored the most unsatisfactory assessment (73.7%). Another 64.2% of surveyed institutions gave an unsatisfactory assessment to the PNA's contribution to supporting small-scale farmers. On the other hand, 47% of surveyed bodies rated as 'very good' or 'good' PNA's dealing with donor countries and 33% said that PNA's role in dealing with civil society organisations was also 'very good' or 'good'.

3. How do you assess:

	MoA's role				NGOs' role				Cooperation between PNA bodies and NGOs				Performance and efficiency of donors' projects			
	Very effective	Effective	Moderate	Weak	Very effective	Effective	Moderate	Weak	Very effective	Effective	Moderate	Weak	Very effective	Effective	Moderate	Weak
Government bodies	0	7.1	50	42.9	7.7	46.1	38.5	7.7	7.1	7.1	50	35.7	0	7.1	42.9	50
NGOs	0	5.3	57.9	36.8	5.6	22.2	61.1	11.1	0	15.8	42.1	42.1	0	0	44.4	55.6
Private Sector	0	36.4	45.4	18.2	9.1	54.6	27.3	9.1	9.1	18.2	54.5	18.2	0	27.3	36.4	36.4
Total average	0.0	16.3	51.1	32.6	7.5	41.0	42.3	9.3	5.4	13.7	48.9	32.0	0.0	11.5	41.2	47.3
	16.3 (3)		83.7		48.5 (1)		51.6		19.1 (2)		80.9		11.5 (4)		88.5	

In terms of effectiveness, NGOs scored highest. Accordingly, 48.5% of surveyed institutions assessed that NGOs' role was 'very effective' or 'effective', followed by 19.1% for 'cooperation between PNA bodies and NGOs'. On the other hand, 88.5% of surveyed institutions rated the 'performance and efficiency of donors' projects' was moderate or weak. 83.7% considered that MoA's role was also moderate or weak.

4. The most important guarantee to ensure successful implementation of the new Strategy

(Figures 1-5 will be given, whereby 1 stands for the most important guarantee and 5 for the least important) (%)

	PNA's commitment					Donors' commitment and support					Creating an enabling investment environment					Monitoring and evaluation, updating and accountability system					Stakeholders' participation in agricultural decision-making				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Government bodies	54.5	18.2	9.1	18.2	0	0	0	9.1	27.3	63.6	9.1	27.3	27.3	27.3	9	0	54.5	18.2	18.2	9	36.4	0	36.4	9.1	18.2
NGOs	26.7	20	20	6.7	26.7	13.3	20	20	33.3	13.3	13.3	6.7	33.3	13.3	33.3	13.3	26.7	6.7	40	13.3	33.3	26.7	20	6.7	13.3
Private Sector	22.2	22.2	0	44.4	11.2	0	11.1	22.2	11.1	55.6	22.2	11.1	55.6	11.1	0	44.4	11.1	11.1	11.1	22.2	11.1	44.4	11.1	22.2	11.1
Total average	34	20	10	23	13	4.4	10	17	24	44	15	15	39	17	14	19	31	12	23	15	27	24	23	13	14
	54 (1)			36		14.4 (5)			68		30 (4)			31		50 (3)			38		51 (2)			27	

The above table shows that the PNA's commitment is the most significant guarantee to ensure successful implementation of the new Strategy. Compared to 54% of participants who said that PNA's commitment is utmost, 51% stated that stakeholders' participation in agricultural decision-making is of maximum importance, followed by 50% for the provision of a monitoring and evaluation, updating and accountability system. On the other hand, 68% of surveyed institutions stated that donors' commitment and support is the least important guarantee for a successful implementation of the Strategy.

5. The most significant future risks and threats to the agricultural sector

(Figures 1-5 will be given, whereby 1 stands for most dangerous and 5 for the least dangerous)

	Israeli measures					Water scarcity and climate change					Products from regional countries allowed access					High prices of inputs					Demographic and urban expansion				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
Government bodies	75	8.3	8.3	8.3	0	8.3	50	16.7	16.7	8.3	8.3	8.3	8.3	25	50	0	25	25	25	25	8.3	8.3	41.7	25	16.7
NGOs	62.5	12.5	12.5	6.3	6.2	18.8	62.5	12.5	6.2	0	6.2	0	18.8	43.8	31.2	12.5	6.3	43.7	31.3	6.2	0	18.7	12.5	12.5	56.3
Private Sector	25	12.5	62.5	0	0	25	37.5	0	25	12.5	0	25	12.5	37.5	25	37.5	25	25	12.5	0	12.5	0	0	25	62.5
Total average	54.2	11.1	27.8	4.9	2.1	17.4	50.0	9.7	16.0	6.9	4.8	11.1	13.2	35.4	35.4	16.7	18.8	31.2	22.9	10.4	6.9	9.0	18.1	20.8	45.2
Sequence	1						2							4				3							5

(%)

In terms of the sequence of future risks and threats of the Palestinian agricultural sector, the Israeli measures were the most dangerous, followed by water scarcity, high prices of agricultural inputs, access of products from regional countries and demographic and urban expansion respectively.

6. What are the tasks and activities which you think the following bodies should reduce or cease to perform, or those which you suggest that they intensify and increase in the field of agriculture?

1. Government bodies

Body	Proposed activities to be reduced or ceased	Proposed activities to be intensified and increased
MoA	- Reduce activities related to the implementation of intervention and leave these to stakeholders - Reduce external training courses and adopt a local training programme to be delivered by local experts - Cease the temporary employment carried out by donor countries and focus on creating permanent work opportunities for all workers in the agricultural sector - Reduce focus on irrigated agriculture - Reduce theoretical workshops and studies	- Invigorate MoA's role in supervision, evaluation and oversight - Support small-scale farmers, particularly those who reside near settlements and the Wall - Protect farmers and their products - Develop policies and strategies - Accurately identify categories to be supported - Target areas that increase GDP - Coordinate with relevant institutions and departments of the MoA - Organise extensive courses - Rehabilitate farmers - Raise awareness and education on all types of the agricultural activity - Increase field visits and access farms, not vice versa - Pay more attention to develop livestock - Encourage rain-fed agriculture - Increase the support of development projects relating to the agricultural sector - Increase the compensation for damages - Develop plans per area, taking account of the special nature of each - Pay attention to conserving agricultural land
NGOs and civil society organisations	- Implement activities in isolation from MoA and public sector - Define tasks of these organisations in the agricultural sector - Not engage in technical issues - Personal expenses - Economically unfeasible projects, which do not serve the national interest	- Coordinate with government bodies - Expand service delivery to farmers in liaison with MoA - Manage projects, which are funded in a sound manner - Distribute services to beneficiaries fairly and in an unbiased manner - Enhance coordination with similar organisations and with the public sector - Effectively take part in marketing and communication with the outside

		world - Coordinate with NGOs in order to come up with a single goal
Private sector	- Flood the market with imported products and commodities	- Invest in the infrastructure of the agricultural sector - Provide inputs at acceptable prices - Drive it to pay more attention to and convince it to take part in the agricultural development, as well as reduce guarantee operations - Take a greater part in financing, planning, monitoring and implementation - Support agricultural projects and provide necessary funds
Donors and international and regional organisations	- Deal directly with MoA - Avoid dual relations with and financing of agriculture-related institutions and adhere to national agendas and priorities - Implement projects that do not fall within the scope of national or governmental plans	- Finance projects through MoPAD in consistence with the PRDP - Increased funds allocated to the agricultural sector - Support the agricultural sector in international forums, particularly in relation to advocacy to cease the settlement activity and Wall construction, as well as to ensure freedom of movement - Provide technical support to the agricultural sector - Not intervene in imposing policies and avoid blackmailing national institutions - Provide necessary funds to economically-feasible projects - Support the agricultural sector with a view to conserve Palestinian land as an international right - Improve coordination with the governmental sector and with stakeholders - Support the development of the agricultural sector and related infrastructures - Exercise pressure on Israel and force it to take positive steps in the agricultural development process - Support MoA and develop its capacities - Support farmers and provide them with interest-free loans

2. Civil society organisations

Body	Proposed activities to be reduced or ceased	Proposed activities to be intensified and increased
MoA	- Implement emergency projects - Functional indolence - Executive role - Frequent workshops - Mechanisms of organising sectors will be left for the sectors themselves in order to secure approval and support by the relevant ministry - Existence of influential groups that work for their own interests - Agricultural guidance - Bureaucratic practices at MoA - Reclamation - Water harvest - Olive oil marketing	- Guidance and training - Statistics - Supervision and coordination - Legislation and licences - Joint projects with civil society organisations and cooperatives, which are implemented for the benefit of farmers - Guidance and exploitation of MoA's capacities - Develop clear policies for all effective bodies in the agricultural sector - Clarify roles - Participate in monitoring and evaluation - Develop plans and strategies - Develop agricultural research papers - Define specialised roles for relevant bodies and allocate projects in line with specialisations - Utilise recommendations set forth by previous workshops - Implements programmes and projects that aim to conserve land - Communicate with and reach all effective and efficient bodies in the agricultural sector - Intensify the oversight of activities implemented by civil society organisations working in the agricultural sector - Demand relentlessly that MoA's budgetary allocation be raised - Facilitate marketing operations - Implement the real goals of MoA - Agricultural insurance: develop an agricultural plan for farmers in line with requirements of the local or international market. Insurance will only be provided to farmers committed to paying required subscriptions - Pay attention to the infrastructure (e.g. roads, wells, comprehensive reclamation, etc.)

Body	Proposed activities to be reduced or ceased	Proposed activities to be intensified and increased
NGOs and civil society organisations	- Productive projects carried out by non-specialised organisations - Unjustified and repetitive training - Improper gender-related activities in some areas - Unfocused activity based on available funds as well as undefined activity and intervention - Implement public projects without coordination with MoA and beyond its framework - Submission to finance requirements - Exploit farmers in the process of implementing projects on the ground - Simple, interim and current projects - Multiplicity and imitation - Reduced employment - Collation of information - Identification of damages	- Build capacities and development-oriented training - Specialisation - Create agricultural institutions - Infrastructure projects - Loans - Provide technical training to farmers on increasing productivity and improving quality - Pay attention to projects with a high potential of benefiting small-scale farmers - Implement sustainable projects, whose impact on the development process is well examined - Enhance living conditions of target groups - Confirm the good selection of beneficiaries - Communicate transparently with MoA - Identify clearly MoA's current and future strategies and plans - Conduct research and develop studies - Increase dependence on volunteers - Better organise the working relationship between farmers and organisations in order to enhance farmers' confidence - Take part in the planning process - Implement all agricultural field activity
Private sector	- Compete in foreign agricultural products - Import dairy products - Intervene directly in farmers' activities - Take part in activities, on which the Palestinian farmer relies - Monopoly and exploitation of farmers - Production - Cease complaints and resistance of all parties who impede the realisation of their interests by all means - Planning	- Invest in the agricultural sector - Provide loans - Pay attention to issue of external marketing and food processing - Take part in large investments, which Palestinian farmers cannot participate in, particularly technologically advanced ones - Coordinate with MoA in relation to work priorities - Involve small-scale farmers - Integrate with others and fulfil commitments towards the society "curb avarice"

		- Encourage domestic food processing activities - Post-production activity - Establish factories for agricultural production - Agricultural guidance - Pay more attention to local community issues - Involve policies
Donors and international and regional organisations	- Implement projects directly - Develop political and social conditions for beneficiaries - Individualistic planning and definition of priorities - Place financing as a condition and practically transfer it to implementing bodies - Put an end to bodies with little inexperience in project implementation	- Loans and guarantees - Focus on development and infrastructure projects - Build capacities and networking - Develop research papers and studies - Work in line with Palestinian agenda and national agricultural strategy - Encourage productive and sustainable projects - Provide more support, whilst organising it - Provide financial and technical support - Involve local institutions in the implementation process

3. The private sector

Body	Proposed activities to be reduced or ceased	Proposed activities to be intensified and increased
MoA	- Direct development-oriented investment in certain sectors, which have a relative sufficiency of investments - Act like an investment actor on the ground - Intervene in the agri-commercial activity - Not play the role of the private sector - Centralised decision-making and slow procedures - Exterminate routine and deal with exportation to Gaza as it is a single homeland; i.e. alleviate procedures	- Enhance the control of and manage all implemented projects in accordance with central plans - Prevent repeated and imbalanced investment - Develop agricultural plans for the local and external markets - Organise guidance training courses for farmers - Oversight - Laws, bylaws and directives - Improve the participation of other main stakeholders, particularly the private sector - Effective role in directing the private sector towards proposed projects - Oversight of Israeli products and their quality - Oversight of applicable standards - Support farmers and provide inputs - Tax exemption for farmers - Enhance coordination between relevant institutions - Infrastructure - Agricultural finance and insurance - Support small-scale farmers affected by the Wall or natural disasters
NGOs and civil society organisations	- Repetitive and focused investment in certain bodies and areas - Surplus, non-productive expenses - Not play the role of the private sector - Individualistic action - Support projects designed by MoA - Provide unfeasible support	- Real/field, and not theoretical, investment as well as real priorities defined for investment - Support central projects for the benefit of large-scale farmers - Attempt to enhance cooperation between relevant bodies, taking account of the national interest only - Focus on water - Support small-scale farmers - Develop studies and statistics - Liaise with other actors in a more effective manner - Carry out focused examination before support is provided as well as identify beneficiaries on favouritism-free grounds

		- Invigorate the role of farmers and the private sector in NGOs - Coordination between relevant institutions - Specialisation and integration
Private sector	- Reduce purely commercial aspects and focus on production - Promote interest and investment in the agricultural sector - Disinterest by the private sector in agricultural projects - Fear of investment in the agricultural sector - More focus on the agricultural sector and increase investment in it - Prioritise the public interest over the private interest - Present tax books to MoA - Avoid the achievement of fast profits and focus on the strategic level	- Centralise and intensify agricultural investment on the ground and in rural areas - Investment integration, starting from the land and ending with the finished product - Investment in the sector of quality crops - Increase the number of companies in the private sector - Raise investment in the agricultural sector - Incorporate large companies, such as those in Saudi Arabia - Search for a new and quality chance - Cooperate with MoA - Enhance investment development - Invest in the productive and promotional agricultural sector
Donors and international and regional organisations	- Nepotism and illogical distribution of the Palestinian resources - Hesitation in the support of the agricultural sector - Slow implementation of projects and provision of funds - Direct support of the agricultural sector and lack of focus on studies and research - Small-scale, unfeasible projects - Non-repeated projects and focus on a certain subsector at the expense of others	- Coordinate with real, central bodies prior to actual investment - Support productive projects - View all proposed homeland-level activities and arrange them as per priority implementation - Deal directly with the civil society - Establish disaster support funds - Support agricultural insurance funds - Finance projects as per PNA's priorities - Examine priority needs and oversee quality distribution - Support strategic projects - Adopt the PNP-set priorities

Governorate-level Workshops

1. Major events affecting the agricultural sector over the past ten years:

(Figures 1-5 will be given, whereby 1 stands for most influential and 5 for least influential) (%)

	Israeli measures					High international prices					Climate change					Gaza events					Undisbursed salaries				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
North	89.1	10.9	0	0	0	6.5	39.1	37	13	4.4	4.4	30.4	34.8	13	17.4	0	6.5	13	50	30.4	0	13	15.2	23.9	47.8
Central	91.2	8.9	0	0	0	3.9	39.2	36.5	11.5	8.9	0	0	7.7	33.9	58.5	0	0	7.7	33.9	58.5	0	0	7.7	33.9	58.5
South	80	5.7	8.6	2.9	2.9	0	34.3	48.6	17.1	0	14.3	45.7	20	5.7	14.3	0	8.6	20	42.9	28.6	5.7	5.7	2.9	31.4	54.3
Gaza	82.9	14.6	0	0	2.4	2.4	17.1	43.9	26.8	9.7	0	9.7	19.5	39	31.7	14.6	56.1	21.9	2.4	4.9	0	2.4	14.6	29.3	53.7
Total average	85.8	10.0	2.2	0.7	1.3	3.2	32.4	41.5	17.1	5.8	4.7	21.5	20.5	22.9	30.5	3.7	17.8	15.7	32.3	30.6	1.4	5	10	30	54
Sequence	1						2						3						4						5

Israeli measures were the most significant events that affected the agricultural sector over the past ten years. High international prices were rated as the second most influential factors, followed by climate change, Gaza events and undisbursed salaries respectively.

2. The most important themes and issues to be highlighted in the upcoming Agricultural Development Strategy (Select 5 themes)

	Food security	Water	Restructuring institutions	Promoting investment in the agricultural sector	Infrastructure
North	52	92	52	66	
Central		82.1	50	78.6	42.9
South	58.8	88.1	45.1		72.6
Gaza	72	72	47	67	
Total average	45.7	83.6	48.5	52.9	28.9
Sequence	4	1	3	2	5

Water was the most important theme to be highlighted in the upcoming Agricultural Development Strategy, followed by investment in the agricultural sector, institutional restructure, food security and developed infrastructure respectively.

3. Evaluation of PNA's role/contribution

	(%)															
	North				Central				South				Gaza			
	Very good	Good	Adequate	Un-satisfactory	Very good	Good	Adequate	Un-satisfactory	Very good	Good	Adequate	Un-satisfactory	Very good	Good	Adequate	Un-satisfactory
Agriculture budget	0	11.7	23.3	65	0	10.3	17.2	72.4	0	0	0	100	0	5.9	47.1	47.1
Investment promotion	0	21.7	38.3	40	3.5	17.2	6.9	72.4	5.9	17.6	35.3	41.2	0	11.8	17.6	70.6
Control and regulation	1.7	23.3	41.7	33.3	0	13.8	37.9	48.3	5.9	23.5	35.3	35.3	5.9	11.8	23.5	58.8
Service delivery	3.3	36.7	40	20	0	25.9	40.7	33.3	0	35.3	29.4	35.3	0	5.9	41.2	52.9
Dealing with donor countries	20	41.7	21.7	16.7	7.1	39.3	39.3	14.3	17.6	17.6	52.9	11.8	11.8	23.5	29.4	35.3
Supporting small-scale farmers	5	16.7	28.3	50	6.9	17.2	24.1	51.7	0	11.8	41.2	47	0	11.8	23.5	64.7
Dealing with civil society organisations	6.7	33.3	46.7	13.3	3.5	31	55.2	10.3	0	50	31.3	18.7	5.9	17.6	29.4	47.1
Supporting small-scale farmers affected by the Wall	11.7	33.3	26.7	28.3	10.7	25	28.6	35.7	5.9	29.4	41.2	23.5	5.9	17.6	23.5	52.9

	Total average			
	Very good	Good	Adequate	Un-satisfactory
Agriculture budge	0.0	7.0	21.9	71.1
Investment promotion	2.4	17.1	24.5	56.1
Control and regulation	3.4	18.1	34.6	43.9
Service delivery	0.8	26.0	37.8	35.4
Dealing with donor countries	14.1	30.5	35.8	19.5
Supporting small-scale farmers	3.0	14.4	29.3	53.4
Dealing with civil society organisations	4.0	33.0	40.7	22.4
Supporting small-scale farmers affected by the Wall	8.6	26.3	30.0	35.1

The table shows that dissatisfaction with PNA's role scored highest with respect to the MoA's budget (71.1%). Another 56.1% of participants said they were dissatisfied with PNA's role in investment promotion. On the other hand, 44.6% of participants stated that PNA's dealing with donors was 'very good' or 'good'. Another 37% said that PNA's role in dealing with civil society organisations was 'very good' or 'good'.

4. Degree of satisfaction with:

(%)

	MoA's performance				NGOs' performance				Cooperation between PNA bodies and NGOs				Performance and efficiency of donors' projects			
	Very high	High	intermediate	Unsatisfactory	Very high	High	intermediate	Unsatisfactory	Very high	High	intermediate	Unsatisfactory	Very high	High	intermediate	Unsatisfactory
North	4.8	27.4	46.8	21	8	21	51.6	19.4	3.2	8	61.3	27.4	3.2	22.6	50	24.2
Central	6.9	13.8	48.3	31	0	6.9	72.4	20.7	3.5	13.8	48.3	34.5	3.5	10.3	48.3	37.9
South	2	13.7	52.9	31.4	12	26	42	20	3.9	15.7	58.8	21.6	7.8	21.6	43.1	27.4
Gaza	0	0	59.1	40.9	13.6	27.3	43.2	15.9	0	6.8	61.4	31.8	4.5	18.2	52.3	25
Total average	3.4	13.7	51.8	31.1	8.4	20.3	52.3	19.0	2.7	11.1	57.5	28.8	4.8	18.2	48.4	28.6
	17.1 (3)		82.9		28.7 (1)		71.3		13.8 (4)		86.3		23 (2)		77	

Dissatisfaction was highest (86.3%) about cooperation between PNA bodies and NGOs, followed by 82.9% of participants expressing dissatisfaction with MoA's performance. In contrast, 28.7% of participants scored a 'very high' or 'high' satisfaction with NGOs' performance and 23% with the performance and efficiency of donors' projects.

5. Most important guarantee for a successful implementation of the new Agricultural Development Strategy
(Figures 1-5 will be given, whereby 1 stands for the most important guarantee and 5 for the least important)

	PNA's commitment					Donors' commitment and support					Creating an enabling investment environment					Monitoring and evaluation, updating and accountability system					Stakeholders' participation in agricultural decision-making				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
North	89.1	10.9	0	0	0	6.5	39.1	37	13	4.4	4.4	30.4	34.8	13	17.4	0	6.5	13	50	30.4	0	13	15.2	23.9	47.8
Central	55	20	20	5	0	5	15	20	20	40	30	35	5	15	15	5	15	15	40	25	5	15	40	25	15
South	68.4	18.4	2.6	2.6	7.9	5.3	29	15.8	21	29	21	23.7	31.6	10.5	13.2	0	15.8	26.3	26.3	31.6	5.3	13.2	23.7	39.5	18.4
Gaza	20.5	35.9	25.6	12.8	5.1	33.3	23.1	25.6	5.1	12.8	17.9	15.4	23.1	28.2	15.4	7.7	15.4	7.7	25.6	43.6	20.5	10.3	17.9	28.2	23.1
Total average	58.3	21.3	12.1	5.1	3.3	12.5	26.6	24.6	14.8	21.6	18.3	26.1	23.6	16.7	15.3	3.2	13.2	15.5	35.5	32.7	7.7	12.9	24.2	29.2	26.1
Sequence	79.6 (1)			8.4		39.1 (3)			36.4		44.4 (2)			32		16.4 (5)			68.2		20.6 (4)			55.3	

(%)

The above table shows that PNA's commitment was the most significant guarantee to ensure successful implementation of the new Strategy. Compared to 79.6% of participants who said that PNA's commitment was most important, 44.4% stated that creating an enabling environment is of maximum significance, followed by 39.1% for donors' commitment and support. On the other end, 68.2% of surveyed participants stated that provision of a monitoring and evaluation, updating and accountability system was the least important guarantee for a successful implementation of the Strategy.

6. The most significant future risks and threats to the agricultural sector

	Israeli measures					Water scarcity and climate change					Products from regional countries allowed access					High prices of inputs					Demographic and urban expansion				
	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5	1	2	3	4	5
North	59.2	18.4	18.4	2	2	30.6	49	12.2	2	6.1	4	8.2	8.2	49	30.6	2	16.3	38.8	32.7	10.2	4	8.2	22.5	14.3	51
Central	61.9	23.8	9.5	4.8	0	33.3	57.1	9.5	0	0	0	4.8	23.8	19	52.4	4.8	14.3	42.9	33.3	4.8	0	0	14.2	42.9	42.9
South	59.5	16.7	19	4.8	0	35.7	54.8	4.8	2.4	2.4	4.8	11.9	26.2	30.9	26.2	2.4	14.3	21.4	40.5	21.4	4.8	0	26.2	23.8	45.2
Gaza	65	12.5	15	5	2.5	30	40	15	7.5	7.5	2.5	5	20	32.5	40	0	25	27.5	20	27.5	2.5	17.5	22.5	35	22.5
Total average	61	18	15	4	1	32	50	10	3	4	3	7	20	33	37	2	17	33	32	16	3	6	21	29	40
	1						2							4				3							5

(Figures 1-5 will be given, whereby 1 stands for most dangerous and 5 for the least dangerous) (%)

In terms of the sequence of future risks and threats surrounding the Palestinian agricultural sector, the Israeli measures were the most important, followed by water scarcity, high prices of agricultural inputs, access of products from regional countries and demographic and urban expansion respectively.

Appendix (2)

Appendix (2.1): Agriculture areas, production and percentage of change in 2004/2008

	(1,000 dunums)			(1,000 tons)		
	2004	Area 2008	Change (%)	Production 2004	2008	Change (%)
Fruit-bearing trees	1,153	1,172	1.6	320	253	-21
Vegetables	179	186	3.9	5,899	6,964	18
Field crops	491	495	0.8	1,739	1,935	11

Source: Palestinian Central Bureau of Statistics (PCBS), Agricultural Statistics: 2004/2008

1 dunum = 1,000 m² = 0.1 hectare

Appendix (2.2): Production of fruit-bearing, olive and citrus trees over 2004-2008

	(tons)				
	03/04	04/05	05/06	06/07	07/08
Fruit-bearing trees	320,380	260,858	304,012	220,031	253,307
Olive trees	141,354	85,765	137,805	50,573	85,731
Citrus trees	66,090	61,692	66,531	58,238	65,155
Others	112,936	113,401	99,676	111,220	102,421

Source: PCBS, Agricultural Statistics: 2004-2008

Appendix (2.3): Area cultivated with fruit-bearing trees, vegetables and field crops in the Palestinian territory per governorate/2008

Governorate	Fruit-bearing trees			Vegetables			Field crops			Grand total
	Rain-fed	Irrigated	Total	Rain-fed	Irrigated	Total	Rain-fed	Irrigated	Total	
Palestinian territory	1,096,742	75,645	1,172,387	34,460	151,716	186,176	459,128	36,205	495,333	1,853,896
West Bank	1,087,723	24,836	1,112,559	31,628	108,317	139,945	426,183	15,000	441,183	1,693,687
Jenin	196,820	397	197,217	8,036	18,571	26,607	126,121	1,045	127,166	350,990
Tubas	18,032	892	18,924	3,360	16,576	19,936	58,810	4,470	63,280	102,140
Tulkarem	130,015	4,224	134,239	1,449	16,279	17,728	7,726	1,159	8,885	160,852
Nablus	198,364	3,393	201,757	294	5,617	5,911	35,949	2,470	38,419	246,087
Qalqiliya	58,924	4,135	63,059	913	5,060	5,973	3,338	302	3,640	72,672
Salfit	81,585	92	81,677	520	1,360	1,880	4,085	–	4,085	87,642
Ramallah& El Bireh	161,016	121	161,137	6,543	904	7,447	45,809	–	45,809	214,393
Jericho and the Jordan Valley area	–	6,903	6,903	–	36,931	36,931	–	5,438	5,438	49,272
Jerusalem	19,795	–	19,795	327	70	397	3,155	10	3,165	23,357
Bethlehem	42,942	250	43,192	642	1,778	2,420	10,082	20	10,102	55,714
Hebron	180,230	4,429	184,659	9,544	5,171	14,715	131,108	86	131,194	330,568
Gaza Strip	9,019	50,809	59,828	2,832	43,399	46,231	32,945	21,205	54,150	160,209
Northern Gaza	162	5,085	5,247	193	8,993	9,186	3,840	5,364	9,204	23,637
Gaza	3,148	13,384	16,532	140	2,078	2,218	2,123	150	2,273	21,023
Deir al Balah	1,576	12,628	14,204	–	8,876	8,876	5,252	1,135	6,387	29,467
Khan Yunis	2,497	14,513	17,010	2,314	12,267	14,581	17,650	8,676	26,326	57,917
Rafah	1,636	5,199	6,835	185	11,185	11,370	4,080	5,880	9,960	28,165

Source: PCBS, Agricultural Statistics: 2008

Appendix (2.4): Area cultivated with fruit-bearing trees, vegetables and field crops in the Palestinian territory per governorate/2004

Governorate	Fruit-bearing trees			Vegetables			Field crops			Grand total
	Rain-fed	Irrigated	Total	Rain-fed	Irrigated	Total	Rain-fed	Irrigated	Total	
Palestinian territory	1,079,496	73,196	1,152,692	37,445	142,355	179,800	463,419	27,759	491,178	1,823,670
West Bank	1,069,540	26,555	1,096,095	33,934	94,320	128,254	427,262	10,557	437,819	1,662,168
Jenin	199,621	5,407	205,028	13,587	21,675	35,262	127,025	1,406	128,431	368,721
Tubas	13,968	820	14,788	5,210	14,471	19,681	50,703	0	50,703	85,172
Tulkarem	128,011	4,301	132,312	693	6,582	7,275	10,258	1,058	11,316	150,903
Nablus	198,712	3,176	201,888	0	3,944	3,944	33,682	1,115	34,797	240,629
Qalqiliya	54,846	3,771	58,617	632	4,621	5,253	2,932	276	3,208	67,078
Salfit	81,724	73	81,797	337	761	1,098	2,743	0	2,743	85,638
Ramallah& El Bireh	162,110	174	162,284	4,883	1,008	5,891	39,347	21	39,368	207,543
Jericho and the Jordan Valley area	0	7,211	7,211	0	36,308	36,308	0	6,570	6,570	50,089
Jerusalem	17132	0	17,132	386	159	545	2,788	0	2,788	20,465
Bethlehem	46,024	250	46,274	562	1,688	2,250	14,153	20	14,173	62,697
Hebron	167,392	1,372	168,764	7,644	3,103	10,747	143,631	91	143,722	323,233
Gaza Strip	9,956	46,641	56,597	3,511	48,035	51,546	36,157	17,202	53,359	161,502
Northern Gaza	189	3,241	3,430	381	8,288	8,669	2,474	2,662	5,136	17,235
Gaza	2857	14,927	17,784	130	3,318	3,448	3,423	370	3,793	25,025
Deir al Balah	2,730	10,958	13,688	0	7,396	7,396	4,910	545	5,455	26,539
Khan Yunis	2,100	12,284	14,384	2,900	13,909	16,809	21,650	7,250	28,900	60,093
Rafah	2,080	5231	7,311	100	15,124	15,224	3,700	6,375	10,075	32,610

Source: PCBS, Agricultural Statistics: 2004

Appendix (2.5): Change in the number of livestock in 2004/2008

	2004	2008	%
Cattle	32,395	32,986	1.8
Goats	398,821	322,082	-19.2
Sheep	811,864	688,899	-15.1
Broiler ('000)	33,533	27,682	-17.4
Egg-laying ('000)	2,513	2,695	7.2

Source: PCBS, Agricultural Statistics: 2004/2008

Appendix (2.6): Livestock production in 2008

(tons)

	Meat				Milk	Eggs (million)	Honey	Fish
	Cattle	Sheep	Goats	Broiler				
West Bank	4,409	18,326	6,471	25,466	283,859	480	245	—
Gaza Strip	638	901	233	21,590	33,903	168	70	—
Total	5,047	19,227	6,704	47,056	317,762	648	316	—

Source: PCBS, Agricultural Statistics: 2007/2008

Appendix (2.7): Livestock production in 2004

(tons)

	Meat				Milk	Eggs (million)	Honey	Fish
	Cattle	Sheep	Goats	Broiler				
West Bank	3,984	21,666	8,023	37,703	158,437	399	387	0
Gaza Strip	1,044	1,465	239	19,306	26,578	205	79	2995
Total	5,028	23,131	8,262	57,009	185,015	604	466	2995

Source: PCBS, Agricultural Statistics: 2003/2004

Appendix (2.8): Livestock production in 2004 and 2008 as well as percentage of change

(tons)

	2004	2008	%
Cattle	5,028	5,047	0.4
Sheep	23,131	19,227	-16.9
Goats	8,262	6,704	-18.9
Broiler chickens	57,009	47,056	-17.5
Milk	185,015	317,762	71.7
Eggs	604	648	7.3
Honey	466	316	-32
Fish	2,995	-	-

Source: PCBS, Agricultural Statistics: 2004/2008

Appendix (2.9): Number of livestock in the Palestinian territory per governorate/2008

Governorate	Cattle	Sheep	Goats	Beehives	Broiler chickens ('000)	Egg-laying chickens
Palestinian territory	32,986	688,899	322,082	66,733	27,682	2,695
West Bank	28,477	639,159	310,802	51,698	14,982	1,995
Jenin	5,925	126,316	54,078	8,501	1,150	176
Tubas	2,063	41,182	8,736	3,763	305	19
Tulkarem	1,042	24,450	6,726	5,613	333	339
Nablus	3,729	71,401	22,709	5,892	2,286	48
Qalqiliya	1,804	24,659	7,062	6,231	292	261
Salfit	285	7,288	7,259	2,605	373	37
Ramallah& El Bireh	278	39,632	28,653	4,309	1,746	531
Jericho and the Jordan Valley area	870	26,117	24,648	4,364	200	10
Jerusalem	733	37,260	17,607	812	28	48
Bethlehem	92	50,538	37,864	3,252	556	89
Hebron	11,656	190,316	95,460	6,356	7,713	438
Gaza Strip	4,509	49,740	11,280	15,035	12,700	700
Northern Gaza	1,438	8,500	2,415	4,010	2,200	90
Gaza	940	9,000	1,900	3,200	2,300	350
Deir al Balah	986	12,735	940	2,613	3,000	110
Khan Yunis	667	10,575	2,550	3,978	3,200	90
Rafah	478	8,930	3,475	1,234	2,000	60

Source: PCBS, Agricultural Statistics: 2008

Appendix (2.10): Number of livestock in the Palestinian territory per governorate/2004

Governorate	Cattle	Sheep	Goats	Beehives	Broiler chickens ('000)	Egg-laying chickens
Palestinian territory	32,395	811,864	398,821	59,946	33,533	2,513
West Bank	26,349	760,411	387,274	42,142	22,177	1,658
Jenin	3,797	107,506	50,220	8,347	3,724	138
Tubas	2,803	51,863	6,462	1,888	81	19
Tulkarem	1,198	32,910	6,467	4,910	2,948	296
Nablus	4,438	76,159	32,648	4,766	2,917	50
Qalqiliya	1,556	44,644	10,830	4,589	1,345	244
Salfit	607	12,981	13,629	1,900	684	58
Ramallah& El Bireh	802	62,992	49,184	3,159	1,101	344
Jericho and the Jordan Valley area	1,014	33,592	44,788	4,881	182	2
Jerusalem	506	66,200	38,362	1,064	126	28
Bethlehem	209	66,618	53,402	1,776	828	74
Hebron	9,419	204,946	81,282	4,862	8,241	405
Gaza Strip	6,046	51,453	11,547	17,804	11,356	855
Northern Gaza	2,700	14,782	920	6,211	1,255	115
Gaza	970	10,000	3,000	4,678	1,700	489
Deir al Balah	1,175	7,509	2,904	2,770	2,858	103
Khan Yunis	865	11,740	2,850	2,260	3,190	77
Rafah	336	7,422	1,873	1,885	2,353	71

Source: PCBS, Agricultural Statistics: 2004

Appendix (3): Agriculture-related Legal Framework and Legislation

In addition to 11 regulations, the Law on Agriculture No. (2) of 2003 constitutes the basic legal framework that regulates the agricultural activity and covers all aspects of agricultural value. Still, there is a dire need to enact many other regulations and basic directives in order to complement the legal framework. It goes without saying that enforcement of these items of legislation is equally important. Beside the Law on Agriculture, a number of laws bear an immediate relation to the agricultural sector, including:

1. Law on Natural Resources No. (1) of 1999

Article (6) under this Law provides that “[a]ll natural resources within the Palestinian territories, territorial waters and its pure economic zone shall be regarded as a public property except for the building materials such as lime and sand stones and the sands that exist in the quarries and extraction sites owned by third parties. It shall be permissible for mining purposes, to appropriate the private lands for public benefit.” However, the Law does not exclude the land for forests, natural forests and private pastures from this category.

2. Water Law No. (3) of 2002

Article (5) prescribes that the expedient approval and licence should be obtained prior to the transference of the right to use [water] to another. Article (8) provides that the Minister of Agriculture shall be a member on a National Water Council, which will be chaired by the PNA President. However, the Law does not explicitly identify the deputy chairman of the Council. On the other hand, the Law entails provisions on the licensing and oversight of installation as well as protection of the environment.

3. Environment Law No. (7) of 1999

This Law includes several provisions relating to the agricultural activity. It states that agricultural activities are factors that damage the environment and natural resources, but does include these factors as means of environment protection. The Law also provides that environmental conditions regarding pesticides and chemical materials and fertilisers, which may endanger the environment, should be identified and relevant guidance and standards be in place. In addition, coordination and cooperation may take place with the Ministry of Agriculture in order to take the appropriate measures to promote cultivation of fallow land. The Law also prohibits the erosion of agricultural land, killing or hunting certain animals, and causing damage to natural reserves. Furthermore, it sets forth conditions necessary to preserve biodiversity as well as defines the plants, the survival and sustainability of which should be preserved.

4. Law of Public Health No. (20) of 2004

This Law regulates all that is related to public health, including combating diseases and promoting food safety through the provision of information on food safety and oversight; prohibition of using unhealthy food; licensing the use of special foods; examining and analysing specimens of used food supplies; and damaging food supplies which violate

applicable standards. The Law also prohibits the use of wastewater for agricultural purposes.

5. Law of Charitable Associations and Civil Society Organisations No. (1) of 2000

This Law regulates charitable associations and civil society organisations working in all fields, including the agricultural field. It addresses registration, composition, rights and obligations, management, general assemblies, merger and union with other organisations, financial affairs, and dissolution.

6. Budget Law No. (7) of 1998

This Law regulates the development, approval, implementation and control of the Public Budget throughout various phases as well as PNA's financial affairs. Accordingly, the Law defines responsibilities for the oversight of ministries and public bodies; adherence by ministries to the Budget Department's directives; ministries' responsibility for accurate information submitted to the Budget Department; and provision of requested information to the Budget Department. Additionally, the Law provides that ministries and government bodies must present a comprehensive report and analysis to the Council of Ministers on the general financial situation. It also defines responsibilities in relation to the budget implementation and abidance by allocations.

7. Law of Civil Service No. (4) of 1998

This Law addresses all issues pertaining to public employment, including the categorisation of governmental functions; categories of functionaries, probation period; performance appraisal; promotion; functionaries' salaries and increments; incentives and promotional increments; transference, delegation and secondment; functionaries' duties and functional conduct; disciplinary procedures and penalties; leaves; absence; suspension from function; work injuries; and termination of service.

8. Law of Public Supplies No. (9) of 1998

This Law identifies all that is related to public supplies at departments. According to the Law, the *department* is "any ministry, department, authority or public institution". *Supplies* are the "movable property necessary for any department and the maintenance and insurance of this property, and the services needed by the department". Additionally, the Law regulates the Department of Public Supplies and its responsibilities; the process of purchase and relevant procedures; and the administration and oversight of public supplies.

9. Investment Promotion Law No. (1) of 1998

This Law aims to realise development objectives and priorities in Palestine; increase the number of projects; and enhance monetary circulation, thereby upscaling the status of Palestinian national economy and increasing investments. To do so, the Law entails provisions on establishing the Palestinian Investment Promotion Agency; facilitating investment in Palestine; providing guarantees to investors and current investments in Palestine; granting incentives to investors; and creating an enabling environment so as to promote investment in Palestine.

10. Law on the Palestinian Specifications and Standards No. (6) of 2000

Article (2) provides for the establishment of the Palestinian Standards Institute (PSI), whereby a representative of the Ministry of Agriculture will be a member on its Board of Directors. PSI will issue forth obligatory technical directives, which ensure that imported commodities are compatible with applicable standards; adopt measurement units; establish examination and standardisation laboratories; issue certificates and marks; define the bodies competent of oversight and inspection; and seize incompatible commodities.

11. Law of Cooperative Societies No. (17) of 1956 in force in the West Bank and Law of Cooperative Societies No. (24) of 1933 effective in the Gaza Strip

These Laws regulate cooperative societies in terms of their incorporation; registration; registration certificates; capital and shares; registration procedures; founders; terms and conditions of membership; members' responsibilities and rights; contracts on the sale of shares; methods of management; accounts auditing; disposition of surplus funds; multiple societies and affiliate branches; merger and union with other societies; and liquidation.

Annex (A): Policy Summary Form

Policy Summary: Agricultural Sector

- **Policy:** Rehabilitate the agricultural sector in the Gaza Strip
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian and international organisations, farmers and fishermen
- **Proposed policy trend:**
 - Provide direct and urgent support to farmers and fishermen
 - Adopt unconventional implementation mechanisms through direct implementation by farmers and immediate stakeholders
 - Apply international standards and requirements to export-oriented products
- **Reasons justifying recommendations:**
 - Large-scale damages and predicaments affecting the Gaza agricultural sector
 - Unavailable agricultural inputs and supplies
 - Need to expedite the intensification and provision of support to farmers and fishermen
- **Strategic objective:** Promoting farmers' perseverance, attachment to their land and retention of their occupations
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated in the 13th Government Programmes: 1. Ending the occupation: As a main factor in the process of ending the occupation, rehabilitation of the agricultural sector in the Gaza Strip will contribute directly to strengthening the economic foundation and empowering citizens 2. Achieving economic independence and national prosperity: Implementation of this policy will increase the participation of farmers and other stakeholders, thereby enhancing their living conditions and recovering the national economy 3. Realising equality and social justice: As the main groups targeted by this policy are small-scale farmers, livestock herders and fishermen, this policy will contribute to bringing about social justice	This policy will contribute to promoting two areas relating to institutional development: 1. Amendment of work regulations: This policy will ensure that services are delivered at reasonable prices, which Palestinian citizens can afford 2. Human resources management: Personnel will carry out their duties in an optimal manner and with maximum capacities	This policy will contribute to supporting and consolidating the following national programmes: 1. Women's Empowerment 2. Employment Generation Initiative 3. Enterprise Development and Investment 4. Trade Infrastructure and Facilitation 5. Agribusiness Development 6. Water and Wastewater Management	This policy will directly contribute to achieving objectives of the <i>Gaza Early Recovery and Reconstruction Plan</i> because it will recover and rehabilitate the agricultural sector in Gaza, thereby improving living conditions, providing employment and enhancing the status of food security

- **The situation over 2008-10:** This policy is an extension of MoA's priority of rehabilitating the agricultural sector in Gaza. The progress made over the past two years has been limited. Moreover, the situation resulting from the Israeli occupation and offensive have remained unchanged. Towards the end of 2010, some progress may be made in the implementation of this policy should the political and security conditions (freedom of trade and movement) so allow and designated budget are available.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Increased production as well as upscaled productivity, income, citizen's living conditions and food security
 2. Creating work opportunities and increased exports
 3. Main groups to be affected by this policy will be farmers, in general, and small-scale farmers in particular, as well as women and implementing bodies.

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Support farmers affected by the Separation Wall, settlements and Israeli measures
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian and international organisations and the private sector
- **Proposed policy trend:** To consolidate the concept of peaceful, popular resistance by working on reducing the impact of the Israeli occupation's measures
- **Reasons justifying recommendations:**
 - Enable farmers to retain their agricultural occupations with a view to confront the impacts of the siege and Wall
 - Increased incidents of land confiscation and settler violence
- **Strategic objective:** Promoting farmers' perseverance, attachment to their land and retention of their occupations
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation: Supporting farmers who are affected by the Wall, settlements and Israeli measures will protect land and put an end to the settlement activity, thereby serving to end the occupation 2. Realising equality and social justice: Supporting farmers affected by the Israeli measures will create a common sense of equality and justice 3. Providing security and safety: This policy will corroborate these farmers' feeling of security and safety (at least in economic terms)	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management: Personnel will carry out their duties in an optimal manner and with maximum capacities	This policy will support and consolidate the following PRDP national programmes: 1. Open and Responsible Government, which bears responsibility for its subjects (farmers) who suffer from damage caused by the Israeli occupation's measures 2. Effective and Efficient Government, which is capable of delivering support services to farmers who are subject to transgression and repression by the Israeli occupation 3. Agribusiness Development: This policy will conserve land and the agricultural activity, which will ultimately develop the agricultural sector	

- **The situation over 2008-10:** This policy is an extension of MoA's policies, which aim to protect farmers affected by the Wall, settlements and Israeli measures. These farmers continue to suffer in light of increased incidents of settler violence and land confiscation.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Protect land against confiscation
 2. Improve farmers' incomes
 3. Support farmers to retain their occupations and not to abandon their land and agricultural activity
 4. Contribute to achieving food security and establish national security

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Support small-scale farmers, vulnerable groups in rural areas and women
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian and international organisations and the private sector
- **Proposed policy trend:**
 - o Pay more attention to small-scale farmers, vulnerable groups in rural areas and women
 - o Upscale food security, combat poverty and provide employment and income to beneficiaries
- **Reasons justifying recommendations:** Small-scale farmers, vulnerable groups in rural areas and women have not received necessary support, particularly in the face of increasing prices of production inputs, food, drought and climate change
- **Strategic objective:** Promoting farmers' perseverance, attachment to their land and retention of their occupations
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity by supporting small-scale farmers, who represent a large number of overall farmers, and raising the level of income of women working in the agricultural sector 2. Realising equality and social justice: Supporting small-scale farmers and vulnerable groups in rural areas and empowering women in the agricultural sector will promote economic and social equality with other groups 3. Achieving human development by invigorating the energies and capacities of women working in the agricultural sector	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management: Personnel will carry out their duties in an optimal manner and with maximum capacities	This policy will support and consolidate the following national programmes: 1. Open and Responsible Government, which bears its responsibility for poor citizens 2. Effective and Efficient Government, which provides support services to citizens, including small-scale farmers and the poor 3. Agribusiness Development: This policy will preserve the agricultural activity and increase agricultural production and income, thereby developing the agricultural sector 4. Women's Empowerment by promoting women's participation in economic activities	This policy will contribute to achieving objectives of the following strategies: 1. Strategy on Fighting Poverty 2. Food Security Strategy

- **The situation over 2008-10:** Though modest and unfocused, some activities are being implemented in line with this policy
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Increase agricultural production and productivity as well as improve living conditions of target groups
 2. Enhance food security in the countryside
 3. Provide employment and improve target groups' levels of income
 4. Reduce importation

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Increase water quantity and improve supply management
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian Water Authority (PWA), Palestinian and international organisations and farmers
- **Proposed policy trend:** To pay more attention to improving the capacity of extracting, storing and transporting water; exploited unexploited water; and carry out more water harvest activities
- **Reasons justifying recommendations:**
 - Declined competence of extracting, storing and transporting water
 - Some Palestinian water sources are not exploited
 - To reduce impacts of drought and climate change
 - Provide water in order to reclaim new land
- **Strategic objective:** Effectively and sustainably manage agricultural resources throughout the Palestinian territory, ensuring that the environment is conserved and protected against deterioration
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation and achieving economic independence by contributing to controlling and managing water sources in a competent and sustainable manner 2. Control of national water sources and the effective management thereof will provide water security to citizens	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management: Personnel will carry out their duties in an optimal manner and with maximum capacities	This policy will support and consolidate the following national programmes: 1. Agribusiness Development: This policy will promote the proficiency of the cubic metre of irrigation water, thereby increasing agricultural income and developing the agricultural sector 2. Water and Wastewater Management	This policy will contribute to achieving objectives of the following strategies: 1. Agricultural Policy 2. Water Strategy 3. Environment Strategy

- **The situation over 2008-10:** This policy is an extension of the policy on the conservation and effective management of natural resources. Notwithstanding the achievements made over the previous period, these are still inadequate and in need of improvement
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Enhance the efficiency of irrigation water, reduce the production cost and increase agricultural income
 2. Increase water quantity
 3. Reclaim new agricultural land, leading to the improvement of food security
 4. Reduce reliance on imported materials in regard of some crops and production inputs
 5. Improve the environment, particularly in relation to over-pumping and salinised groundwater

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Improve management of the agricultural water supply
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, PWA, Palestinian and international organisations and farmers
- **Proposed policy trend:** Over the past period, attention has been chiefly paid to increasing the supply of agricultural water. However, supply management was neglected, especially in relation to the Palestinian agriculture which suffers from water scarcity. There are, in fact, a great potential for the economic use of agricultural water.
- **Reasons justifying recommendations:**
 - Water scarcity in general, and unavailable water for agriculture in particular
 - Increase efficiency of using agricultural water, thereby increasing productivity and profitability
 - Enhance competition between various sectors
- **Strategic objective:** Effectively and sustainably manage agricultural resources throughout the Palestinian territory, ensuring that the environment is conserved and protected against deterioration
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation and achieving economic independence by contributing to controlling and managing water sources in a competent and sustainable manner 2. Control of national water sources and the effective management thereof will provide water security to citizens	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management: Personnel will carry out their duties in an optimal manner and with maximum capacities	This policy will support and consolidate the following national programmes: 1. Agribusiness Development: This policy will promote competence of the cubic metre of irrigation water, thereby increasing agricultural income and developing the agricultural sector 2. Water and Wastewater Management	This policy will contribute to achieving objectives of the following strategies: 1. Water Strategy 2. Environment Strategy

- **The situation over 2008-10:** This policy is an extension of the policy on the conservation and effective management of natural resources. Despite the achievements made over the previous period, these are still inadequate and in need of improvement
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Enhance the capacity of irrigation water, reduce the production cost and increase agricultural income
 2. Increase water quantity and improve production and productivity
 3. Upscale the status of food security
 4. Reduce reliance on imported materials and increase agricultural exports

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Reclaim new land and promote a sustainable use of agricultural biodiversity
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian and international organisations and farmers
- **Proposed policy trend:** Need to increase green areas; green bare land, particularly that owned by the state as well as public land; and intensify efforts in the course of reclaiming and cultivating land with fruit-bearing trees
- **Reasons justifying recommendations:**
 - To benefit from experiences and lessons learnt over the past stage
 - To achieve horizontal expansion in agricultural production
 - To protect agricultural biodiversity as a national wealth
 - To rehabilitate and develop pastureland and forests
- **Strategic objective:** Effectively and sustainably manage agricultural resources throughout the Palestinian territory, ensuring that the environment is conserved and protected against deterioration
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation and achieving economic independence by contributing to controlling and managing natural sources in a competent and sustainable manner	This policy will contribute to promoting the following areas of institutional development: 2. Human resources management: Personnel will carry out their duties in an optimal manner and with maximum capacities	This policy will support and consolidate the following national programmes: 1. Agribusiness Development: This policy will increase the cultivated area, thereby enhancing the agricultural produce and income and further developing the agricultural sector 2. Employment Generation Initiative through land reclamation programmes	This policy will contribute to achieving objectives of the following strategies: 1. Water Strategy 2. Environment Strategy 3. Agricultural Biodiversity Strategy

- **The situation over 2008-10:** Some projects will be implemented in various areas on a pilot or executive level. A large area of land in Area (C) can be reclaimed to serve as forests or cultivated as pastures
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Increase the area of agricultural land, generate employment opportunities and enhance the agricultural produce
 2. Increase the area of pastureland, positively impacting livestock
 3. Conserve agricultural biodiversity, wildlife and the environment
 4. Preserve soil against erosion and better use rainwater

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Upscale the competence and effectiveness of agricultural institutions
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, MoPAD and universities
- **Proposed policy trend:**
 - Review the roles of bodies engaged in the agricultural development process
 - Improve the capacity of agricultural institutions
 - Create a strategic framework for subsectors
- **Reasons justifying recommendations:**
 - Overlapping and conflicting powers of bodies engaged in the agricultural development process
 - Incompetent agricultural institutions
 - Weak strategic framework that regulates agricultural subsectors
- **Strategic objective:** The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation by setting the framework of the agricultural sector and creating qualified, professional cadres 2. Consolidate good governance principles and mechanisms	This policy will contribute to promoting the following areas of institutional development: 1. Amendment of the Government's operational system and organisational structure 2. Human resources management: The policy will train and rehabilitate human resources working in the agricultural sector	This policy will support and consolidate the following national programmes: 1. Open and Responsible Government – Establish effective and efficient oversight bodies 2. Effective and Efficient Government – Institutional and organisational development 3. Institutional Reform for Enterprise by redefining institutional roles and structures	

- **The situation over 2008-10:** Under the 13th Government Programme, due attention will be paid to institutional aspects and human resources development as an essential requirement for ending the occupation and establishing the State. In addition to developing the Strategy over this period, cross-cutting strategies will be produced and major institutions restructured.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Develop cross-cutting strategies for major areas in the agricultural sector
 2. Define roles of institutions working in the agricultural sector
 3. Create trained, qualified agricultural technical teams
 4. Improve the proficiency of service delivery and attain public satisfaction with performance

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Update and consolidate the legal framework
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian Legislative Council (PLC), Ministry of Justice and Palestinian institutions
- **Proposed policy trend:** Create an environment that will be conducive to the operation of institutions engaged in the agricultural sector as well as develop a modern, comprehensive and consolidated legal framework
- **Reasons justifying recommendations:**
 - Lacking an environment that is conducive to the activity of agricultural bodies and unavailable or outdated agriculture-related laws, bylaws and regulations
 - Put in place requirements for implementation of the Agricultural Sector Strategy
- **Strategic objective:** The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation by setting an up-to-date and effective legal framework 2. Consolidate good governance principles and mechanisms 3. Bring about social equality and justice by approving relevant regulations and legislation	This policy will contribute to promoting the following areas of institutional development: 1. Consolidate and update the legal framework 2. Amend the Government's operational system and organisational structure 3. Human resources management by recruiting the right personnel in line with respective competence and experience	This policy will support and consolidate the following national programmes: 1. Open and Responsible Government – Establish effective and efficient oversight bodies 2. Effective and Efficient Government – Carry out institutional and organisational development and reform the legislative framework of the public sector	

- **The situation over 2008-10:** This policy is an extension of MoA's institutional reform policies. Accordingly, a number of agriculture-related regulations have been approved and published whereas others have been developed, but wait approval. On the other hand, additional regulations are being developed. The Law on Agriculture has also been reviewed and updated.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Create a legal and legislative environment that will be conducive to the development of the agricultural sector
 2. Upscale the levels of transparency and accountability in the agricultural sector
 3. Avoid conflicting and dual functions as well as overlapping powers

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Train and rehabilitate human resources
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, universities, MoPAD, and Palestinian and international organisations
- **Proposed policy trend:** Create a qualified, professional cadre that is capable of effective and efficient service delivery and of assuming burdens generated by ending the occupation and establishing the State
- **Reasons justifying recommendations:**
 - Degenerated competence and proficiency of the agricultural staff
 - Additional duties originating from ending the occupation and establishing the State
- **Strategic objective:** The agricultural sector will have a proper institutional, legal framework as well as trained and qualified manpower that will help end the occupation and establish the State
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation: This policy will mobilise energies and develop capacities of Palestinian citizens, who are the backbone of the national strife. It will also sustain the Palestinian cause and guide it towards liberation 2. Human resources will be developed, trained and rehabilitated	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management by capacity building in line with training and human resources needs of relevant institutions	This policy will support and consolidate the following national programmes: 1. Effective and Efficient Government – Carry out institutional and organisational development 2. Institutional Reform for Enterprise by employing trained, qualified technical personnel	

- **The situation over 2008-10:** As it originates from training and human resources needs, this policy is an extension of the policy on developing and enhancing human resources. In this stage, new structures of certain institutions will be identified.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Improve capacities and competence of agricultural bodies' staff
 2. Upscale public service delivery
 3. Ensure better satisfaction of the public and of bodies dealing with Palestinian institutions

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Apply modern systems in plant production
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian and international organisations and farmers
- **Proposed policy trend:**
 - Intensify agricultural production systems
 - Rationalise the use of production inputs
 - Improve the quality of products
- **Reasons justifying recommendations:**
 - High prices of production, especially inputs
 - Declined agricultural productivity and revenue
 - Limited water
- **Strategic objective:** Improve the productivity of plant and livestock agriculture and its contribution to realising food security
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity by enhancing economic and living conditions of a large segment of the Palestinian public, namely farmers, thereby positively impacting all other social groups and economic sectors	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management: This policy will train and rehabilitate human resources working in the agricultural sector	This policy will support and consolidate the following national programmes: 1. Enterprise Investment and Development 2. Trade Infrastructure and Facilitation: This policy will contribute to increasing the agricultural sector's profitability, thereby promoting investment, enhancing production and increasing agricultural exports 3. Agribusiness Development: This policy will raise the agricultural sector's contribution to the GDP	

- **The situation over 2008-10:** This policy is an extension of the policy on increasing the agricultural production and raising the agricultural plant productivity. Despite progress made over the past period, efforts should be intensified and sustained.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Raise farmers' income
 2. Increase exports
 3. Improve the status of food security
 4. Rationalise the use of inputs, taking account of competent production

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Shift to systems of intensive and semi-intensive livestock production
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Milk Board, and Palestinian and international organisations
- **Proposed policy trend:** To enhance the living conditions of herders of sheep and goats in general as well as the economic situation in particular by increasing production, reducing cost and applying modified systems in agricultural production and farm management
- **Reasons justifying recommendations:**
 - Declined living and economic conditions of livestock herders and limited profitability
 - Degenerated productivity because appropriate administrative production system are not in place
 - High prices of fodder and treatments
- **Strategic objective:** Improve the productivity of plant and livestock agriculture and its contribution to realising food security
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity by enhancing economic and living conditions of a large segment of the Palestinian public, namely farmers, thereby positively impacting all other segments and economic sectors	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management: This policy will train and rehabilitate human resources working in the agricultural sector	This policy will support and consolidate the following national programmes: 1. Enterprise Investment and Development 2. Trade Infrastructure and Facilitation: This policy will contribute to increasing the agricultural sector's profitability, thereby promoting investment, enhancing production and increasing agricultural exports 3. Agribusiness Development: This policy will raise the agricultural sector's contribution to the GDP	

- **The situation over 2008-10:** This policy is an extension of the policy on increasing agricultural production and raising agricultural plant productivity. Despite the progress made over the past period, efforts need be intensified and sustained, particularly in the fields of breeds enhancement, veterinary services and farm management
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Raise farmers' income and improve their living conditions
 2. Promote self-sufficiency and food security
 3. Create employment opportunities
 4. Support perseverance of farmers, especially livestock herders, on their land
 5. Minimise imported meat and milk

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Create an investment enabling environment and promote investment in the agricultural sector and relevant services
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian Investment Promotion Agency, Ministry of *Waqf* and Religious Affairs, banks and Ministry of Commerce
- **Proposed policy trend:** To increase the agricultural sector's contribution to the GDP by promoting investment
- **Reasons justifying recommendations:** The agricultural sector's contribution to the GDP is modest. Also, the private sector's investment in agriculture still does not meet the required level.
- **Strategic objective:** Appropriate agricultural infrastructure and services
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity: This policy will promote investment in the agricultural sector, which is a significant economic sector in Palestine		This policy will support and consolidate the following national programmes: 1. Enterprise Investment and Development by promoting investment in the agricultural sector, and consequently accomplishing sustainable development 2. Agribusiness Development by promoting investment in the agricultural sector and raising its contribution to the GDP 3. Employment Generation Initiative: Increased investment in the agricultural sector will generate new employment opportunities 4. This policy will also develop the internal and external trade of agricultural products	Investment Promotion Strategy

- **The situation over 2008-10:** This policy is an extension of the policy on creating an enabling environment for investment in the agricultural sector by developing and invigorating laws as well as by supporting rural lending and finance mechanisms, which represent only 11% of the total lending activity.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Create employment opportunities and increase agricultural production
 2. Increase the internal and external trade of agricultural products
 3. Activate the food processing sector

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Upgrade guidance services, plant protection, veterinary medicine and agricultural research
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA and civil society organisations
- **Proposed policy trend:** To upgrade services delivered to farmers and promote the adoption of modern agricultural techniques
- **Reasons justifying recommendations:**
 - o Upgrade the level of services delivered to farmers
 - o Weak activities of scientific research and transfer of technology
- **Strategic objective:** Appropriate agricultural infrastructure and services
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity: This policy will upscale service delivery to the agricultural sector, positively affecting the development of this sector		This policy will support and consolidate the following national programmes: 1. Agribusiness Development by promoting services provided to the agricultural sector, thereby improving agricultural production and income	

- **The situation over 2008-10:** This policy is an extension of the policy on better service delivery and developing of scientific research in the agricultural sector. In spite of progress made over the past period, the agricultural sector's needs, including developed service delivery, should be revisited.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Improve agricultural income and production
 2. Raise farmers' technical and technological awareness
 3. Rationalise the use of production inputs

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Invigorate activities of lending, rural finance, agricultural insurance, and mechanisms to deal with natural disasters
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, lending enterprises, insurance companies, banks, Ministry of Finance and Palestinian and foreign organisations
- **Proposed policy trend:** To provide the necessary environment and essential requirements of agricultural development and investment promotion
- **Reasons justifying recommendations:**
 - Weak investment promotion enabling environment in the agricultural sector
 - Weak lending and finance enterprises and insurance companies as well as incompatible dealing with disasters
- **Strategic objective:** Appropriate agricultural infrastructure and services
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity: This policy will create an enabling environment that is conducive to promoting investment in the agricultural sector	This policy will contribute to promoting the following areas of institutional development: 1. Consolidate and update the legal framework by promoting and rejuvenating the Law on Agricultural Insurance	This policy will support and consolidate the following national programmes: 1. Enterprise Investment and Development by promoting investment in the agricultural sector, and consequently accomplishing sustainable development 2. Agribusiness Development by promoting investment in the agricultural sector and raising its contribution to the GDP 3. Employment Generation Initiative: Increased investment in the agricultural sector will generate new employment opportunities 4. This policy will also develop the internal and external trade of agricultural products	

- **The situation over 2008-10:** Intensive efforts are being made to provide agricultural lending, finance and insurance. Additionally, work is underway to create a mechanism that will reduce disaster impacts on farmers
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Promote investment in the agricultural sector
 2. Reduce damages incurred by farmers
 3. Increase agricultural production and enhance food security
 4. Reduce burdens on the Public Treasury as a result of intervention in disaster confrontation

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Enhance plant and livestock agricultural production
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Palestinian Standards Institute, Palestine Trade Centre (PalTrade) and Palestinian and international organisations
- **Proposed policy trend:** To enhance the quality of Palestinian products and provide relevant, necessary requirements
- **Reasons justifying recommendations:**
 - Modest quality standard levels of certain products and weak competitiveness internally and externally
 - Unavailable or inapplicable Palestinian standards to a large portion of agricultural commodities
- **Strategic objective:** Improve the ability of Palestinian agricultural products to compete in local and external markets
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity: This policy will contribute to developing the agricultural sector by promoting the capability of agricultural products to compete in local and international markets	This policy will contribute to promoting the following areas of institutional development: 1. Human resources management by training farmers and stakeholders and raising their awareness of quality standards and market requirements	This policy will support and consolidate the following national programmes: 1. Agribusiness Development by increasing agricultural production and income and raising the sector's contribution to the GDP 2. This policy will also develop the internal and external trade of agricultural products	

- **The situation over 2008-10:** This policy is an extension of the policy on raising the productivity and quality of agricultural products. In spite of relevant progress made over the past period, efforts should be doubled in order to render Palestinian agricultural products capable of competition in international markets.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Increase exports and improve farmers' profitability
 2. Increase local products' share in internal markets
 3. Promote the reliability and reputation of the Palestinian agricultural produce

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Guide the Palestinian agricultural production to meet requirements of local and external markets
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, PalTrade, Ministry of Commerce and Palestinian and international organisations
- **Proposed policy trend:** To meet the local market needs, including of agricultural products, and facilitate their marketing on local, Arab and international levels
- **Reasons justifying recommendations:**
 - Limited agricultural exports given the available potentials
 - Modest contribution of local production to consumption, especially in relation to fruits, milk and red meat
- **Strategic objective:** Improve the ability of Palestinian agricultural products to compete in local and external markets
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity: This policy will contribute to developing the agricultural sector by meeting local market needs of agricultural products and marketing them in local, Arab and international markets		This policy will support and consolidate the following national programmes: 1. Agribusiness Development by increasing agricultural production and income as result of marketing agricultural products and raising the agricultural sector's contribution to the GDP 2. This policy will also develop the internal and external trade of agricultural products	

- **The situation over 2008-10:** This policy is an extension of the policy on guiding the Palestinian agricultural production to meet the constantly changing requirements of local and international needs. Such changes should be reflected on an ongoing basis. Also, an end must be put to importing certain agricultural products and commodities.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Increasing agricultural income and production
 2. Raising exports and reducing imports
 3. Contributing to achieving food security

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Promote Palestinian agricultural products
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, PalTrade and Palestinian and international organisations
- **Proposed policy trend:** To open markets to Palestinian products and reduce reliance on imported agricultural commodities and products
- **Reasons justifying recommendations:**
 - Palestinian agricultural products reach a limited number of international markets in meagre quantities
 - A large portion of local consumption is imported whereas it can be produced locally
 - Palestinian agriculture enjoys relative advantage and privileges
- **Strategic objective:** Improve the ability of Palestinian agricultural products to compete in local and external markets
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Achieving economic independence and national prosperity: This policy will contribute to developing the agricultural sector by increasing Palestinian agricultural exports 2. Ending the occupation: This policy will confirm the Palestinian identity and existence on the international arena through the presence of Palestinian products		This policy will support and consolidate the following national programmes: 1. Agribusiness Development by increasing agricultural production and income as result of marketing agricultural products and raising the agricultural sector's contribution to the GDP 2. This policy will also develop the internal and external trade of agricultural products	

- **The situation over 2008-10:** As an extension of marketing policies, this policy will promote Palestinian agricultural products and support Palestinian exports, provided that agricultural exports do not exceed 23% of the total Palestinian exports. Accordingly, the percentage of Palestinian shares will be raised.
- **Policy impacts:** Implementation of this policy will achieve the following:
 3. Increase agricultural income and production
 4. Raise exports and reduce imports
 5. Promote investment in the agricultural sector

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Provide agricultural control on borders and crossings
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Customs Police, Ministry of Commerce and Palestinian and international organisations
- **Proposed policy trend:** To protect Palestinian agriculture, markets and consumers from livestock and plant diseases as well as to exercise oversight over the quality of imported products
- **Reasons justifying recommendations:**
 - o Completely weak control of Palestinian markets and products accessing these markets
 - o To provide oversight requirements once the State is established and to exercise full control over borders and crossing points
- **Strategic objective:** Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation: This policy will contribute to controlling borders and crossings of the Palestinian State 2. Achieving economic independence and national prosperity: This policy will protect Palestinian agricultural products and consumers on equal footing 3. Building positive regional and international relations by concluding agri-commercial agreements with various countries all over the world	This policy will contribute to promoting the following areas of institutional development: 1. Consolidate and update the legal framework by rejuvenating agri-commercial systems and requirements	This policy will support and consolidate the following national programmes: 1. Open and Responsible Government – Building effective oversight bodies by exercising agricultural control on borders and crossing points 2. Agribusiness Development by protecting Palestinian agricultural products, increasing agricultural production and income and raising the agricultural sector's contribution to the GDP 3. This policy will also develop the agricultural commerce by invigorating its systems and requirements	

- **The situation over 2008-10:** This policy is an extension of policies on the protection of Palestinian agricultural products by exercising agricultural control on borders and crossings. Despite the current activities carried out to consolidate control, these efforts should be intensified and relevant requirements provided in a manner that will allow full operation once the State is established
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Protect livestock and plant resources against diseases and pandemics
 2. Protect the Palestinian consumer and ensure food safety
 3. Curb unfair competition of low-quality commodities

Annex (A)

Policy Summary: Agricultural Sector

- **Policy:** Provide national authoritative labs
- **Main body:** MoA
- **Body(s) responsible for implementing the policy:** MoA, Ministry of Health, universities, and other Palestinian institutions
- **Proposed policy trend:** To make available the necessary infrastructure to upscale the quality of Palestinian agricultural products; protect Palestinian consumers; and provide basic services of expedient analyses and examinations
- **Reasons justifying recommendations:** General lack of labs necessary to improve the quality of Palestinian agricultural products, protect Palestinian consumers and safeguard plant and livestock resources
- **Strategic objective:** Enhance the agricultural sector's operational capacity to help achieve the requirements of state-building
- **Indicator on sector results:**

Relation between the policy and relevant main documents

13 th Government Programme National Objectives	13 th Government Programme Institutional Development	PRDP 2008-10	Other Policy Documents
This policy will contribute to realising the following national objectives as stated under the 13th Government Programme: 1. Ending the occupation: This policy will contribute to developing the Palestinian State's infrastructure 2. Achieving economic independence and national prosperity: This policy will protect Palestinian consumers, enhance productivity and upscale the quality of Palestinian agricultural products 3. Building positive regional and international relations by concluding agri-commercial agreements with various countries all over the world		This policy will support and consolidate the following national programmes: 1. Open and Responsible Government – Building effective oversight bodies by establishing national authoritative labs 2. Agribusiness Development by promoting agricultural productivity and enhancing the quality of agricultural commodities, thereby increasing production and income and raising the agricultural sector's contribution of the GDP	

- **The situation over 2008-10:** This policy is an extension of policies on the provision of the agricultural sector's infrastructure by establishing various technical labs. Though some labs have been incorporated, they are still insufficient.
- **Policy impacts:** Implementation of this policy will achieve the following:
 1. Protect Palestinian consumers
 2. Contribute to bringing about food security
 3. Put an end to the dependence status of the Palestinian agricultural sector and consolidate its independence
 4. Exterminate the competition of low-quality and incompatible commodities and inputs

Annex (B): Policy Implementation Form

Policy	Rehabilitate the agricultural sector in the Gaza Strip	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Support small-scale farmers and fishermen	MoA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Support growers of export crops	MoA, NGOs, civil society organisations and the private sector	2011	2012	
3.	Rehabilitate the destroyed agricultural infrastructure	MoA, NGOs, civil society organisations and the private sector	2010	2013	
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Support small-scale farmers and fishermen	100,000	80,000	80,000	260,000
2.	Support growers of export crops	80,000	100,000	80,000	260,000
3.	Rehabilitate the destroyed agricultural infrastructure	80,000	90,000	70,000	240,000
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Provide production inputs (seeds, fodder, fertilisers, pesticides)			
2.	Repair and rehabilitate (trees, greenhouses, irrigation systems, fishing boats, livestock shelters)			
3.	Rehabilitated and rejuvenate labelling and packaging centres as well as storehouses			
4.	Support associations of exporters and export-oriented producers			
5.	Rehabilitate wells; rehabilitate the fishing port			

Policy permanent impacts on the recurrent budget	Whereas this policy will be implemented in order to cope with impacts of the Israeli offensive on Gaza, it will not generate additional permanent impacts on the budget. It will only be restricted to providing salaries for agricultural guides and vets as well as certain recurrent and operational expenses.
Policy impacts on revenues	With a considerable impact on national revenues and on gross and domestic income, this policy will increase the value of local production as well as incomes of farmers, exporters and manufacturers, thereby also raising revenues of direct and indirect taxes.
Donors' commitments	Many donor countries have expressed their willingness to support these interventions. In this context, the United Nations Development Programme (UNDP) has signed a memorandum with the PNA. Additionally, FAO has designed a programme for the rehabilitation of the Gaza agricultural sector.

Policy Implementation

Policy	Support farmers affected by the Separation Wall, settlements and Israeli measures	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Provide agricultural production inputs	MoA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Provide incentives and support farmers in the vicinity of settlements	MoA, NGOs, civil society organizations and the private sector	2011	2012	
3.	Prepare compensation files for farmers in accordance with the International Law	MoA, NGOs, civil society organisations and the private sector	2011	2011	
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Provide agricultural production inputs	80,000	100,000	100,000	280,000
2.	Provide incentives and support farmers in the vicinity of settlements	79,000	50,000	50,000	129,000
3.	Prepare compensation files for farmers in accordance with the International Law	1000	-	-	1000
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Provide production inputs (seeds, fodder, fertilisers, pesticides)			
2.	Rehabilitate (trees, greenhouses, irrigation systems, livestock shelters)			
3.	Database on damages and farmers' compensations			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	With a considerable impact on national revenues and on gross and domestic income, this policy will increase the value of local production as well as incomes of farmers, exporters and manufacturers, thereby also raising revenues of direct and indirect taxes.
Donors' commitments	Although the majority of donor countries have reservations as to provide direct support to farmers, some countries can help provide production inputs to farmers as well as assist in building the respective database.

Policy Implementation

Policy	Support small-scale farmers, vulnerable groups in rural areas and women	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Support projects on diversifying sources of income	MoA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Support agricultural labour-intensive projects	MoA, NGOs, civil society organizations and the private sector	2011	2013	
3.	Promote women's role in the agricultural sector	MoA, Ministry of Women's Affairs, NGOs, civil society organisations and the private sector	2011	2013	
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Support projects on diversifying sources of income	100,000	100,000	100,000	300,000
2.	Support agricultural labour-intensive projects	65,000	65,000	65,000	195,000
3.	Promote women's role in the agricultural sector	15,000	15,000	10,000	40,000
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Quantities of increased production			
2.	Amount of the increase in farmers' income			
3.	Number of new employment opportunities			
4.	Number of projects to originate from projects managed and implemented by women			
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	Limited.
Donors' commitments	There is a significant commitment by donor countries to support small-scale farmers through many projects.

Policy Implementation

Policy	Increase water quantity and improve supply management	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Rehabilitate water sources infrastructure and raise water sources designated for agriculture	MoA, PWA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Enhance the competence of water transportation and distribution systems	MoA, PWA, NGOs, civil society organizations and the private sector	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Rehabilitate water resources infrastructure and raise water sources designated for agriculture	115,000	115,000	110,000	340,000
2.	Enhance the competence of water transportation and distribution systems	35,000	35,000	30,000	100,000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of rehabilitated wells			
2.	Additional quantities of water			
3.	Length of replaced water pipes			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	This policy will lead to increasing profitability and enhancing tax collection.
Donors' commitments	Very high.

Policy Implementation

Policy	Improve management of the agricultural water supply	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Address the case of random and unlicensed wells	MoA, PWA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Upgrade irrigation systems	MoA, PWA, NGOs, civil society organizations and the private sector	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Address the case of random and unlicensed wells	-	-	-	-
2.	Upgrade irrigation systems	40,000	40,000	40,000	120,000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of closed wells			
2.	Number of wells, whose status has been treated			
3.	Number of modernised irrigation systems			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	This policy will lead to increasing profitability and enhancing tax collection.
Donors' commitments	Very high.

Policy Implementation

Policy	Reclaim new land and promote a sustainable use of agricultural biodiversity	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Reclaim and enhance the productivity of mountainous and rough land	MoA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Green and forest government and privately-owned land	MoA, NGOs, civil society organizations and the private sector	2011	2013	
3.	Develop and rehabilitate pastureland	MoA, NGOs, civil society organizations and the private sector	2011	2013	
4.	Conserve and sustainably use agricultural biodiversity	MoA, NGOs, civil society organizations and the private sector	2011	2013	
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Reclaim and enhance the productivity of mountainous and rough land	100,000	100,000	100,000	300,000
2.	Green and forest government and privately-owned land	15,000	20,000	25,000	60,000
3.	Develop and rehabilitate pastureland	30,000	35,000	35,000	100,000
4.	Conserve and sustainably use agricultural biodiversity	10,000	15,000	15,000	40,000
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Reclaimed areas of mountainous and rough land			
2.	Forested and wooded areas of governmental land			
3.	Rehabilitated areas of pastureland			
4.	Number of cases and interventions made to conserve biodiversity			
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	This policy will increase revenues and gross domestic income as well as positively impact the tourism sector, thereby raising beneficiaries' incomes and the taxes they pay, either directly or indirectly.
Donors' commitments	There is a significant commitment by donors to support projects of land reclamation and sustainable use of agricultural biodiversity.

Policy Implementation

Policy	Upscale the competence and effectiveness of agricultural institutions	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☒
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Develop subsector strategies	MoA, NGOs, civil society organisations and the private sector	2011	2012	
2.	Redefine roles and institutional structures	MoA and targeted institutions	2011	2011	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Develop subsector strategies	350	1200	-	1,550
2.	Redefine roles and institutional structures	500	-	-	500
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of technical and cross-cutting strategies			
2.	Defining institutions' roles and structures			
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	Expenditures will be reduced as a result of enhanced workers' proficiency and capacities.
Policy impacts on revenues	Revenues will be upsized in light of enhanced workers' proficiency and capacities.
Donors' commitments	There is a significant commitment by donors to support the policy of building competent, effective and efficient agricultural institutions.

Policy Implementation

Policy	Update and consolidate the legal framework	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☐	Deliver services throughout the homeland	☐	Alleviate impacts of the occupation	☐	Build new institutions of the State	☒
--	--------------------------	--	--------------------------	-------------------------------------	--------------------------	-------------------------------------	-------------------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Review agriculture-related regulations and identify the pieces of legislation that should be developed or updated	MoA, NGOs and civil society organisations			
2.	Develop and/or update and approve necessary regulations	MoA, Ministry of Justice and PLC	2011	2012	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Review agriculture-related regulations and identify the pieces of legislation that should be developed or updated	-	-	-	-
2.	Develop and/or update and approve necessary regulations	500	500	-	1000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of regulations promulgated			
2.				
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	No immediate impact.
Donors' commitments	There is a good commitment by donors to support the development of an up-to-date and consolidated legal framework.

Policy Implementation

Policy	Train and rehabilitate human resources	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☐	Alleviate impacts of the occupation	☐	Build new institutions of the State	☒
--	-------------------------------------	--	--------------------------	-------------------------------------	--------------------------	-------------------------------------	-------------------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Identify training needs and human resources for agricultural institutions	MoA, MoPAD and relevant bodies	2011	2011	
2.	Develop and implement human capacity development programmes	MoA, NGOs and civil society organisations	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Identify training needs and human resources for agricultural institutions	500	-	-	500
2.	Develop and implement human capacity development programmes	49,500	50,000	35,000	134,500
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of trained human cadres			
2.	Number of training programmes			
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	Expenditures will be reduced as a result of enhanced workers' proficiency and capacities.
Policy impacts on revenues	Revenues will be upsized due to enhanced workers' proficiency and capacities.
Donors' commitments	There is a significant commitment by donors to support the policy of building competent, effective and efficient agricultural institutions.

Policy Implementation

Policy	Apply modern systems in plant production	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Enhance the productivity of field crops	MoA, NGOs, civil society organisations and the private sector	2011	2013	
2.	Improve the productivity of olives	MoA, NGOs, civil society organisations and the private sector	2011	2013	
3.	Upscale the productivity of fruit-bearing trees	MoA, NGOs, civil society organisations and the private sector	2011	2013	
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Enhance the productivity of field crops	50,000	50,000	50,000	150,000
2.	Improve the productivity of olives	150,000	150,000	150,000	450,000
3.	Upscale the productivity of fruit-bearing trees	50,000	50,000	50,000	150,000
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Percentage of enhanced productivity of field crops			
2.	Percentage of improved productivity of olives			
3.	Percentage of upscaled productivity of fruit-bearing trees			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts.
Policy impacts on revenues	With a considerable impact on national revenues and on gross and domestic income, this policy will increase the value of local production as well as incomes of farmers, exporters and manufacturers, thereby also raising revenues of direct and indirect taxes.
Donors' commitments	A very good commitment.

Policy Implementation

Policy	Shift to systems of intensive and semi-intensive livestock production	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Improve the productivity of sheep and goats	MoA, Milk Board, NGOs, civil society organisations and the private sector	2011	2013	
2.	Increase the production of fodder crops and provide fodder substitutes	MoA, NGOs, civil society organisations and the private sector	2011	2013	
3.	Aquaculture	MoA, NGOs, civil society organisations and the private sector	2011	2013	
4.	Apiculture and honey production	MoA, NGOs, civil society organisations and the private sector	2011	2013	
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Improve the productivity of sheep and goats	100,000	100,000	100,000	300,000
2.	Increase the production of fodder crops and provide fodder alternatives	50,000	50,000	50,000	150,000
3.	Aquaculture	25,000	25,000	25,000	75,000
4.	Apiculture and honey production	10,000	10,000	5,000	25,000
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Percentage of enhanced sheep's and goats' productivity of milk and meat			
2.	Quantities of increased crops production			
3.	Quantities of increased provision of fodder substitutes			
4.	Percentage of increased production of farmed fish			
5.	Percentage of increased honey production			

Policy permanent impacts on the recurrent budget	No permanent impacts.
Policy impacts on revenues	With a considerable impact on national revenues and on gross and domestic income, this policy will increase the value of local production as well as incomes of farmers, exporters and manufacturers, thereby also raising revenues of direct and indirect taxes.
Donors' commitments	A very good commitment.

Policy Implementation

Policy	Create an investment enabling environment and promote investment in the agricultural sector and relevant services	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Develop feasibility studies on agricultural investment	MoA, Palestinian Investment Promotion Agency, Ministry of <i>Waqf</i> and Religious Affairs, Ministry of Finance, banks and Ministry of Commerce	2011	2011	
2.	Provide investment incentives	MoA, Palestinian Investment Promotion Agency, Ministry of <i>Waqf</i> and Religious Affairs, Ministry of Finance, banks and Ministry of Commerce	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Develop feasibility studies on agricultural investment	1000	-	-	1000
2.	Provide investment incentives	49,000	50,000	50,000	149,000

Agricultural Sector Strategy: A Shared Vision / 2011-2013

3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Feasibility studies on agricultural investment			
2.	Amount and nature of investment incentives			
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	With a considerable impact on national revenues and on gross and domestic income, this policy will increase the value of local production as well as incomes of farmers, exporters and manufacturers, thereby also raising revenues of direct and indirect taxes.
Donors' commitments	A good commitment by donors.

Policy Implementation

Policy	Upgrade guidance services, plant protection, veterinary medicine and agricultural research	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Review and assess sector needs of agricultural services	MoA, NGOs, civil society organisations and the private sector	2011	2011	
2.	Develop and implement specialised service programmes	MoA, NGOs, civil society organisations and the private sector	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Review and assess sector needs of agricultural services	500	-	-	500
2.	Develop and implement specialised service programmes	99,500	100,000	100,000	299,500
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Evaluation study on agricultural services			
2.	Number and nature of implemented programmes			
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	Implementation of this policy will increase revenues in light of upsized and enhanced agricultural production, thereby reflecting on farmers' and producers' incomes by improving the delivery of guidance services.
Donors' commitments	There is a very good commitment by donors to support the enhancement of delivered guidance services to farmers.

Policy Implementation

Policy	Invigorate activities of lending, rural finance, agricultural insurance, and mechanisms to deal with natural disasters	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☒	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	-------------------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Promote and rejuvenate the Law on Agricultural Insurance	MoA, lending enterprises, insurance companies, banks, Ministry of Finance and civil society organisations	2011	2013	
2.	Identify and adopt mechanisms for early warning and coping with agricultural disasters	MoA, NGOs and civil society organisations	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Promote and rejuvenate the Law on Agricultural Insurance	20,000	20,000	20,000	60,000
2.	Identify and adopt mechanisms for early warning and coping with agricultural disasters	30,000	15,000	5,000	50,000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of workshops and seminars			
2.	Establish a department (unit) of agricultural insurance			
3.	Approve a budgetary item to support the system			
4.	Develop and adopt an integrated system of early warning			
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	Implementation of this policy will positively impact revenues by promoting investment and incorporating new companies, thereby increasing income , profitability and direct and indirect taxes.
Donors' commitments	Weak.

Policy Implementation

Policy	Enhance plant and livestock agricultural production	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Develop and apply quality standards	MoA, Palestinian Standards Institute, Palestine Trade Centre (PalTrade), NGOs and civil society organisations	2011	2013	
2.	Raise farmers' and exporters' awareness of quality standards and market requirements	MoA, Palestinian Standards Institute, PalTrade, NGOs and civil society organisations	2011	2013	
3.	Establish the expedient infrastructure for agricultural marketing	MoA, Ministry of National Economy, PalTrade, NGOs and civil society organisations	2011	2013	
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Develop and apply quality standards	5000	5000	5000	15,000
2.	Raise farmers' and exporters' awareness of quality standards and market requirements	5000	5000	5000	15,000
3.	Establish the expedient infrastructure for agricultural marketing	70,000	80,000	50,000	200,000
4.					

5.					
----	--	--	--	--	--

	Output indicators	2011 target	2012 target	2013 target
1.	Number of the approved new standards			
2.	Number of rejected orders and shipments			
3.	Number, capacity and nature of installations			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	Implementation of this policy will increase revenues due to providing high-quality and exportable agricultural products, thereby raising national revenues and the gross domestic income
Donors' commitments	High.

Policy Implementation

Policy	Guide the Palestinian agricultural production to meet requirements of local and external markets	Main body:	MoA
---------------	--	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Develop and implement programmes for diversifying agricultural production and increasing profitability	MoA, PalTrade, Ministry of Commerce, NGOs and civil society organisations	2011	2013	
2.	Provide incentives and the enabling environment to produce export crops and commodities to replace imports	MoA, PalTrade, Ministry of Finance, Ministry of Commerce, NGOs and civil society organisations	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Develop and implement programmes for diversifying agricultural production and increasing profitability	80,000	75,000	50,000	205,000
2.	Provide incentives and the enabling environment to produce export crops and commodities to replace imports	40,000	35,000	20,000	95,000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of farmers who took part in the programmes			
2.	Percentage of increased productivity of participating farmers			
3.	Nature, amount and quantities of incentives provided to farmers and exporters			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	Implementation of this policy will increase revenues due to providing export-oriented and substitute commodities, thereby raising national revenues and the gross domestic income.
Donors' commitments	Intermediate.

Promote Palestinian agricultural products

Policy Implementation

Policy	Promote Palestinian agricultural products	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Launch campaigns to promote Palestinian agricultural products	MoA, PalTrade, NGOs and civil society organisations	2011	2013	
2.	Develop programmes to support agricultural exports	MoA, PalTrade, NGOs and civil society organisations	2011	2013	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Launch campaigns to promote Palestinian agricultural products	5000	5000	5000	15,000
2.	Develop programmes to support agricultural exports	30,000	30,000	25,000	85,000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of campaigns targeting the promotion of Palestinian agricultural products inside and outside Palestine			
2.	Number and nature of programmes developed to support exports			
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	Implementation of this policy will increase revenues by promoting Palestinian agricultural products inside and outside Palestine, thereby increasing the domestic income and revenues of direct and indirect taxes.
Donors' commitments	High.

Policy Implementation

Policy	Provide agricultural control on borders and crossings	Main body:	MoA
---------------	---	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services

☒

Deliver services throughout the homeland

☒

Alleviate impacts of the occupation

☐

Build new institutions of the State

☐

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Develop agricultural quarantine requirements	MoA, Customs Police, Ministry of Commerce, NGOs, civil society organisations and the private sector	2011	2013	
2.	Rejuvenate agricultural commerce systems and requirements	MoA, PalTrade, Ministry of Commerce, NGOs and civil society organisations	2011	2011	
3.					
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Develop agricultural quarantine requirements	10,000	9000	10,000	29,000
2.	Rejuvenate agricultural commerce systems and requirements	1000	-	-	1000
3.					
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of agricultural and veterinary quarantines			
2.	Number of farmers who apply requirements of the World Trade Organisation			
3.				
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	This policy will provide an additional income through customs fees and fees of other services.
Donors' commitments	Intermediate.

Policy Implementation

Policy	Provide national authoritative labs	Main body:	MoA
---------------	-------------------------------------	-------------------	-----

Scope of Implementation

Develop the sector's capacities and services	☒	Deliver services throughout the homeland	☒	Alleviate impacts of the occupation	☐	Build new institutions of the State	☐
--	-------------------------------------	--	-------------------------------------	-------------------------------------	--------------------------	-------------------------------------	--------------------------

	Main interventions to be implemented	Body implementing the interventions	Start date	End date	Activities to be carried out in 2010
1.	Establish labs for production inputs	MoA, Ministry of Health, universities, NGOs and civil society organisations	2011	2013	
2.	Establish disease and pandemic labs	MoA, Ministry of Health, universities, NGOs and civil society organisations	2011	2011	
3.	Establish labs for food quality and safety	MoA, Ministry of Health, Palestinian Standards Institute, universities, NGOs and civil society organisations	2011	2013	
4.					
5.					

	Intervention costs	2011 (NIS '000)	2012 (NIS '000)	2013 (NIS '000)	Total (NIS '000)
1.	Establish labs for production inputs	10,000	10,000	10,000	30,000
2.	Establish disease and pandemic labs	10,000	10,000	15,000	35,000
3.	Establish labs for food quality and safety	10,000	10,000	15,000	35,000
4.					
5.					

	Output indicators	2011 target	2012 target	2013 target
1.	Number of labs for the examination of products quality			
2.	Number and distribution of disease and pandemic labs			
3.	Number of labs for food quality and safety			
4.				
5.				

Policy permanent impacts on the recurrent budget	No permanent impacts on the recurrent budget.
Policy impacts on revenues	This policy will increase revenues by enhancing the quality of agricultural products and reducing diseases and pandemics, thereby improving the agricultural production and raising revenues of farmers and manufacturers.
Donors' commitments	Intermediate.

Annex (C): Consultation Record Form

Summary of Consultation Events

Type of event	Purpose of consultation	Date	Location	Number of participants
1. Southern West Bank governorates (Hebron and Bethlehem)	1. Make clear and discuss the content of the Common Vision with stakeholders 2. Collate observations and recommendations from participants 3. Identify urgent and priority needs 4. Brief participants about the operation mechanism and subsequent steps	1/9/2009	Hebron	89
5. Central West Bank governorates (Jerusalem, Ramallah and Jericho)		3/9/2009	Jericho	51
6. Northern West Bank governorates (Jenin, Tubas, Tulkarem, Nablus, Qalqiliya and Salfit)		7/9/2009	Nablus	74
7. Gaza Strip governorates (Northern Gaza, Gaza, Central Gaza, Khan Yunis and Rafah)		6/10/2009	Gaza	46
8. Government bodies workshop	1. Brief participants about the mechanisms and phases of developing the strategy 2. Present the draft of the <i>Common Vision for Developing the Agricultural Sector</i> (i.e. the strategy) 3. Collate participants' observations and viewpoints 4. Define future tasks and roles of stakeholders (institutions) involved in the agricultural sector	1/10/2009	Ramallah	30
9. NGOs workshop		4/10/2009	Ramallah	32
10. Private sector workshop		6/10/2009	Ramallah	32
11. International organisations workshop		8/10/2009	Ramallah	24

Participating institutions

Event	Government bodies	Local government units	Civil society organisations/NGOs	Private sector	Donor countries/international organisations	Others
1.	√	√	√	√	(FAO)	Media
2.	√	√	√	√	(FAO)	Media
3.	√	√	√	√	(FAO)	Media
4.	√	√	√	√	(FAO)	Media
5.	√				(FAO)	Media
6.			√		(FAO)	Media
7.				√	(FAO)	Media
8.					√	Media

Annex (D): The national Sector Strategy Team

Members of the national Sector Strategy Team:

- | | |
|---------------------------|--|
| 1. H.E. Ismail Daik | Minister of Agriculture, Chairman |
| 2. Abdulla Qassem Hallouh | Ministry of Agriculture - Coordinator of the Working |
| 3. Dr. Azzam Saleh | FAO |
| 4. Erminio Sacco | FAO |
| 5. Haitham Abu Obeid | Ministry of Planning and Administrative Development |
| 6. Ahmed Alhilou | Ministry of Finance |
| 7. Dr. Hatem Sarhan | Ministry of National Economy |
| 8. Tawfiq Al Budeiri | Ministry of Local Governance |
| 9. Asif Saeed | Ministry of Labour |
| 10. Zaghloul Samhan | Environmental Quality Authority |
| 11. Abir Wahidi | General Secretariat of the Council of Ministers |
| 12. Ali Muhanna | Representative from the private sector |
| 13. Khalil Shiha | Representative from local NGOs |
| 14. Nader Hreimat | Representative from local NGOs |
| 15. Jesus Tome' | Spanish Cooperation |

Annex (E): Members of technical committees

Technical committees:

1. Agricultural services
2. Livestock production
3. Plant production
4. Natural resources management

Members of the Agricultural Services Committee

- | | |
|----------------------|--|
| 1 - M. Ghayadha | Ministry of Agriculture – (Chair person) |
| 2 - Khalil Shiha | PARC |
| 3 - Dr. Emad Mkrker | Ministry of Agriculture |
| 4 - Basem Hammad | Ministry of Agriculture |
| 5 - Dr. Aziz Salameh | National Agricultural Research Center |
| 6 - Mohamed Al Msri | Ministry of Agriculture |
| 7 - Mohammad-Sadeq | Ministry of Agriculture |

Members of the Animal Production Committee

- | | |
|-----------------------|--|
| 1 - Dr. Khawla Njourn | Ministry of Agriculture (Chair person) |
| 2 - Dr. Taha Rifai | Union of Agricultural Work Committees |
| 3 - Wajdi Bisharat | Ministry of Agriculture |
| 4 - Osama doleh | Ministry of Agriculture |
| 5 - Mahmoud Fatafta | Ministry of Agriculture |
| 6 - Dr. Asad Manasra | Ministry of Agriculture |

Members of Plant Production Committee

- | | |
|--------------------------|---|
| 1 - Dr. Zakaria Salawdeh | Ministry of Agriculture (Chairperson) |
| 2 - Dr. Muhammad Slimieh | Applied Research Institute Jerusalem - ARIJ |
| 3 - Shaker Judeh | Centre for Sustainable Development |
| 4 - Dr. Tawfiq Alqubj | National Agricultural Research Center |

Members of the Natural Resource Management Committee

- | | |
|--------------------------|---|
| 1 - Qassem Abdo | Ministry of Agriculture (Chairperson) |
| 2 - Mohammed Al Shahbari | Ministry of Agriculture |
| 3 - Ayed Abdul Aziz | Applied Research Institute Jerusalem - ARIJ |
| 4 - Wael Abu Rumeileh | Land Research Center |
| 5 - Fuad Abu Seif | Union of Agricultural Work Committees |



**Palestinian National Authority
Ministry of Agriculture**

AGRICULTURE SECTOR STRATEGY “ A SHARED VISION” 2011-2013



With Technical support from
Food and Agriculture Organization of the United Nations (FAO)

July 2010

